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Fifth District

October 11, 2016

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

18 October 11, 2016

LORI GLASGOW
EXECUTIVE OFFICER

DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS) AND PROBATION DEPARTMENT REQUEST FOR AUTHORIZATION TO SUBMIT THE LOS ANGELES COUNTY SYSTEM IMPROVEMENT PLAN TO THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

SUBJECT

Approve and delegate authority to the Director of the Department of Children and Family Services and the Interim Chief Probation Officer of the Probation Department to submit the Los Angeles County System Improvement Plan report to the California Department of Social Services in order to comply with California's Outcomes and Accountability System (COAS) that monitors the quality of services provided on behalf of foster and probation youth and their families, and is required to comply with federal regulations for the release and receipt of federal Title IV-E and Title IV-B funds.

IT IS RECOMMENDED THAT THE BOARD:

JOINT RECOMMENDATION BETWEEN THE DIRECTOR OF DCFS AND THE INTERIM CHIEF PROBATION OFFICER THAT THE BOARD:

1. Find the Los Angeles County System Improvement Plan (SIP) suitable for submission to the California Department of Social Services (CDSS).
2. Approve and delegate authority to the Director of DCFS and the Interim Chief Probation Officer of the Probation Department to submit the Los Angeles County SIP to CDSS.
3. Instruct the Chair to execute the the attached CDSS required forms for submission:
 - a. C-CFSR Signature Sheet;
 - b. Board of Supervisors Notice of Intent (CAPIT/CBCAP/PSSF Contract and Signature Sheet)

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of the recommended action is to obtain approval to submit the attached Los Angeles County SIP to CDSS. The SIP is one of the principal components of the California Child and Family Services Review (C-CFSR), which is used to monitor and assess the quality of services provided by both DCFS and Probation.

The SIP is the operational agreement between the County of Los Angeles and the State of California which outlines a child welfare services improvement plan under the supervision of DCFS and Probation. The findings from the County Self-Assessment (CSA) guide the development of the SIP. The SIP includes improvement goals that the County proposes to achieve within the five-year term of the plan (2016-2020).

FISCAL IMPACT/FINANCING

There are no direct county funds required to complete the SIP process. However, the SIP is required to comply with federal regulations for the release and receipt of federal Title IV-E and Title IV-B funds.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Assembly Bill 636 (Steinberg), Chapter 678, Statutes of 2001, enacted the Child Welfare System Improvement and Accountability Act of 2001. This law requires CDSS to establish the California Outcomes and Accountability System (COAS). The COAS commenced in January 2004, with implementation instructions provided to local child welfare and probation agencies through issuances of ACL 04-05. The COAS operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. Principal components of the COAS include: (1) Outcomes and Analytics County Data Reports, which are provided on a quarterly basis by University of California Berkeley's Center for Social Services Research Center; (2) County Peer Quality Case Reviews (the last one was completed in June 2015); (3) County Self-Assessment (Board Approved in May 2016); (4) County System Improvement Plan (which is the current attached plan); and (5) State Technical Assistance and Monitoring.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The SIP defines specific steps to achieve programmatic, operational, and process improvements to ultimately provide improved quality, accessibility, and availability of services for children and families supervised by DCFS and Probation.

CONCLUSION

In order to move forward with the steps necessary to comply with the C-CFSR, the attached SIP is due to CDSS by October 15, 2016 and requires Board approval and signature stamp prior to submission.

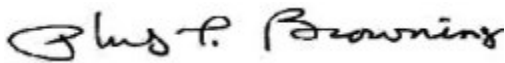
Through the continued implementation of COAS, DCFS, Probation, and our wide array of stakeholders are committed to work collaboratively in an effort to improve service delivery outcomes for the children of Los Angeles County that are at-risk, or are currently residing in out-of-home care.

It is requested that the Executive Officer/Clerk of the Board send one copy of the Adopted Board action to each of the following:

Department of Children and Family Services
Philip L. Browning, Director
425 Shatto Place, Room 600
Los Angeles, CA 90020

Probation Department
Calvin C. Remington
Interim Chief Probation Officer
9150 East Imperial Highway
Downey, CA 90242

Respectfully submitted,



PHILIP L. BROWNING
Director



CALVIN C. REMINGTON
Interim Chief Probation Officer

MR:AE:dj

Enclosures


c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

California – Child and Family Services Review Signature Sheet

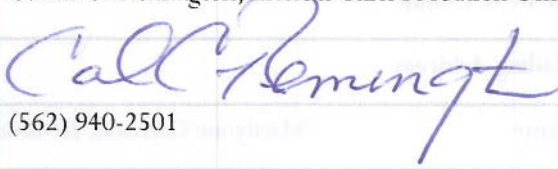
For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Los Angeles County
SIP Period Dates	10/1/16 – 10/1/2020
Outcome Data Period	Q2, 2015 through Q1, 2020

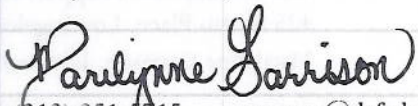
County Child Welfare Agency Director

Name	Philip L. Browning, Director
Signature*	
Phone Number	(213) 351-5600
Mailing Address	Department of Children and Family Services Office of the Director 425 Shatto Place, Los Angeles, CA, 90020


County Chief Probation Officer

Name	Calvin C. Remington, Interim Chief Probation Officer
Signature*	
Phone Number	(562) 940-2501
Mailing Address	Probation Department 9150 East Imperial Highway Downey, CA 90242

Public Agency Designated to Administer CAPIT and CBCAP

Name	Marilynne Garrison, Division Chief
Signature*	
Phone Number	(213) 351-5015 garrma@dcs.lacounty.gov
Mailing Address	Department of Children and Family Services 425 Shatto Place, Los Angeles, CA 90020

Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

*Signatures must be in blue ink

Children's Services Outcomes and Accountability Bureau
Attention: Bureau Chief
Children and Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814

Contact Information

Child Welfare Agency	Name	Adela Estrada, Children's Services Administrator III Office of Outcomes and Analytics
	Agency	Los Angeles County Dept. of Children and Family Services
	Phone & E-mail	(213) 351-5861 estraa@dcfs.lacounty.gov
	Mailing Address	425 Shatto Place, Los Angeles, CA 90020
Probation Agency	Name	Lisa Campbell-Motton, Director Placement Permanency & Quality Assurance
	Agency	Los Angeles County Probation Department
	Phone & E-mail	Phone: (323) 357-5545 Lisa.Campbell@probation.lacounty.gov
	Mailing Address	
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	N/A
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Marilynne Garrison, Division Chief
	Agency	Los Angeles County Dept. of Children and Family Services
	Phone & E-mail	(213) 351-5715 garrma@dcfs.lacounty.gov
	Mailing Address	Department of Children and Family Services Community Based Support Division 425 Shatto Place, Los Angeles, CA 90020
CBCAP Liaison	Name	Marilynne Garrison, Division Chief
	Agency	Los Angeles County Dept. of Children and Family Services
	Phone & E-mail	(213) 351-5715 garrma@dcfs.lacounty.gov
	Mailing Address	Department of Children and Family Services Community Based Support Division 425 Shatto Place, Los Angeles, CA 90020
PSSF Liaison	Name	Marilynne Garrison, Division Chief
	Agency	Los Angeles County Dept. of Children and Family Services
	Phone & E-mail	(213) 351-5715 garrma@dcfs.lacounty.gov
	Mailing Address	Department of Children and Family Services Community Based Support Division 425 Shatto Place, Los Angeles, CA 90020

BOS NOTICE OF INTENT

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES
FOR LOS ANGELES COUNTY**PERIOD OF PLAN (MM/DD/YY): 10/1/2016 THROUGH (MM/DD/YY) 10/1/2020**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates L.A. County Dept. of Children and Family Svcs. as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates L.A. County Dept. of Children and Family Svcs. as the local welfare department to administer PSSF.

FUNDING ASSURANCES

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute¹:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 8-11-82
Sacramento, California 95814

Hilda L. Solis
County Board of Supervisors Authorized Signature

HILDA L. SOLIS

Print Name

OCT 14 2016

Date

CHAIR, BOARD OF SUPERVISORS

Title

¹ Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at:
<http://www.cdsscounties.ca.gov/OCAP/>

California - Child and Family Services Review

System Improvement Plan

2016 - 2020



Rev. 12/2013

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Introduction

Los Angeles County (County) is one of the Nation's largest counties and has the largest public child welfare system in the country. The Department of Children and Family Services (DCFS) and the Probation Department's, specifically Probation Child Welfare (PCW), together serve children who are in foster care or at risk of entering foster care, either through the Juvenile Dependency or Delinquency Court as a result of actual or potential child abuse, abandonment, neglect, or exploitation. These children are served through a continuum of services that begins with prevention and ends with aftercare. Both child welfare agencies provide protective services to children in their own homes and in out-of-home care, and promote permanency through guardianship and adoption when reunification is not a viable option. All references to child welfare in general in the County hence refer to the DCFS and the PCW and include foster youth whether under Dependency or Delinquency status, unless otherwise specified. The DCFS and PCW agencies have a strong partnership, work collaboratively to achieve Federal, State, and County child welfare mandates, and strive to improve outcomes for children and families in the areas of safety, permanency, and well-being. This System Improvement Plan (SIP) is a joint endeavor by the DCFS and PCW to document shared priorities and strategies of change for the Los Angeles County's child welfare system that will guide improvement efforts through the calendar years 2016 to 2020.

SIP Narrative

C-CFSR TEAM AND CORE REPRESENTATIVES

C-CFSR Team

The California-Child and Family Services Review (C-CSFR) Team is comprised of three primary entities that work together to assure that continuous quality improvement takes place within the Los Angeles County (County) child welfare system. Representatives from the Department of Children and Family Services (DCFS), Probation Child Welfare (PCW) and the California Department of Social Services (CDSS) meet quarterly and work to ensure that the County develops and uses aspects of the C-CFSR—namely the County Self-Assessment (CSA) and System Improvement Plan (SIP)¹—in efforts to move the County toward greater efficacy. Although various divisions of the DCFS and

¹ The System Improve Plan (SIP) is a five-year operational agreement between the CDSS and the County; it provides an outline for how the County will improve its system of care for children and families and delineates how programs and services will be funded.

PCW agencies and other individuals/groups participate in the quarterly meetings, the following sections of the Departments hold leadership roles and are critical members of the Team:

- Office of Outcomes and Analytics (OOA), DCFS;
- Community-Based Support Division (CBSD), DCFS; and
- Placement Permanency and Quality Assurance (PPQA), PCW.

CORE REPRESENTATIVES

The County understands and values the importance of stakeholder feedback in the continuous quality improvement approach and seeks input from individuals, organizations, and communities to help the system better adjust and conform to the needs of its clients and consumers. Please see Attachment II for a list of Core Representatives that the DCFS and PCW have engaged and collaborated with related to system improvement, from 2011 to 2015. The County will continue to work with Core Representatives throughout the 2016-2020 System Improvement Plan timeframe.

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE

Los Angeles County completed and finalized a County Self-Assessment (CSA), May 18, 2016. http://dcfs.lacounty.gov/release/2011-2015_County_Self-Assessment.pdf.

The CSA is a comprehensive evaluation of Los Angeles County's child welfare system, covering both the DCFS and PCW's service areas and practices from prevention and protection through permanency and young adulthood. It is completed every five years and lays the framework for the development of the County's System Improvement Plan (SIP), identifying the target service and program areas needing further attention, development, and growth. The CSA sets out to conduct a thorough analysis of the Departments' current systems and resources to highlight agency gaps or challenges that ultimately affect practices and performance outcomes.

The System Improvement Plan is shaped through an analysis of both quantitative and qualitative information that is primarily derived from performance data related to the core Federal Outcome Measures related to safety, permanency, and well-being, the Peer Review, stakeholder feedback, and current existing initiatives that impact the System Improvement Plan priorities.

Child Welfare Service Areas

Understanding Los Angeles County as a community is paramount to the development of the County System Improvement Plan focus and strategies. The CSA offered insight into County sociodemographic characteristics documented as risk factors aligned with potential child abuse occurrence. Los Angeles County sociodemographic areas, documented in figures below, highlight stressors and service needs, of the community DCFS and PCW supports.

Table 01: Percent of Key Indicators of Health by SPA, 2013

Health Indicators	Los Angeles County	SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8
Percent of populations with household incomes less than 100% Federal Poverty Level ^a .	18.0	21.1	15.0	13.4	25.0	12.9	31.1	15.5	17.2
Percent of adults who are employed ^b .	56.4	49.1	56.7	54.3	58.3	61.4	51.0	58.6	58.0
Percent of adults reporting their health to be fair or poor.	20.7	26.7	18.5	20.1	24.5	7.4	30.5	24.1	17.6
Percent of children ages 0-5 years that are read to daily by a parent or family member ^b .	55.4	46.2	56.2	60.4	65.1	79.3	56.5	41.6	50.6
Percent of children ages 0-17 years that have special health care needs ^c .	15.8	20.8	15.5	14.7	16.6	17.5	12.5	15.2	18.2
Percent of children ages 0-17 years that have difficulty accessing medical care ^b .	12.3	12.7*	9.6	11.8	12.1	4.5*	17.7	16.4	10.1
Rate of births (per 1,000 live births) to teens ages 15-19 years ^d .	28.1	33.9	18.9	22.4	35.5	6.0	51.1	30.9	25.7
Homicide rate among adolescents and young adults ages 15-34 years (per 100,000 population).	15.0	**	6.8	8.3	10.7	**	.8.8	14.8	22.6

Data Source: Los Angeles County Department of Public Health, Key Indicators of Health by SPA, March 2013.

^aData Source: July 1, 2011 Population and Poverty Estimates, prepared for Urban Research, LA County ISD, released 10/15/2012.

^b2011 Los Angeles County Health Survey, Office of Health Assessment and Epidemiology, Los Angeles County Department of Public Health. Estimates are based on self-reported data by a random sample of 8,036 Los Angeles County adults and 6,013 parents/guardians/primary caretakers of children, representative of the population in Los Angeles County.

^cChildren with Special Health Care Needs (CSHCN) Screening Tool from the FACCT-Foundation for Accountability. The CSHCN screener has three "definitional domains." These are: (1) Dependency on prescription medications; (2) Service use above the considered usual or routine; and (3) Functional limitations. The definitional domains are not mutually exclusive categories. A child meeting the CSHCN screener criteria for having a chronic condition may qualify for one or more definitional domains. [REFERENCE: <http://www.facct.org/cahmiweb/chronic/Screening/lwiscree.htm>].

^dLos Angeles County Department of Public Health, Maternal, Child & Adolescent Health Program; 2010 birth and 2010 death record data (for infant mortality) and 2011 birth data obtained from the California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section.

Los Angeles County Department of Public Health (DPH), Office of Health Assessment and Epidemiology, Linked 2009 California DPH Death Statistical Master File for Los Angeles County Residents.

*The estimate is statistically unstable (relative standard error $\geq 23\%$).

**If ≤ 20 deaths a reliable rate cannot be calculated.

Age, marital status and income have been identified as risk factors for potential child abuse. <http://www.ncbi.nlm.nih.gov/pmc/journals/> Manuscripts PMC2895316². Life stressors such as a family history of abuse or neglect, physical and mental health problems, domestic or community violence and homelessness are additional factors

² Predicting child abuse potential: An empirical investigation of two theoretical frameworks

Angela Moreland Begle, Jean E. Dumas, Rochelle F. Hanson

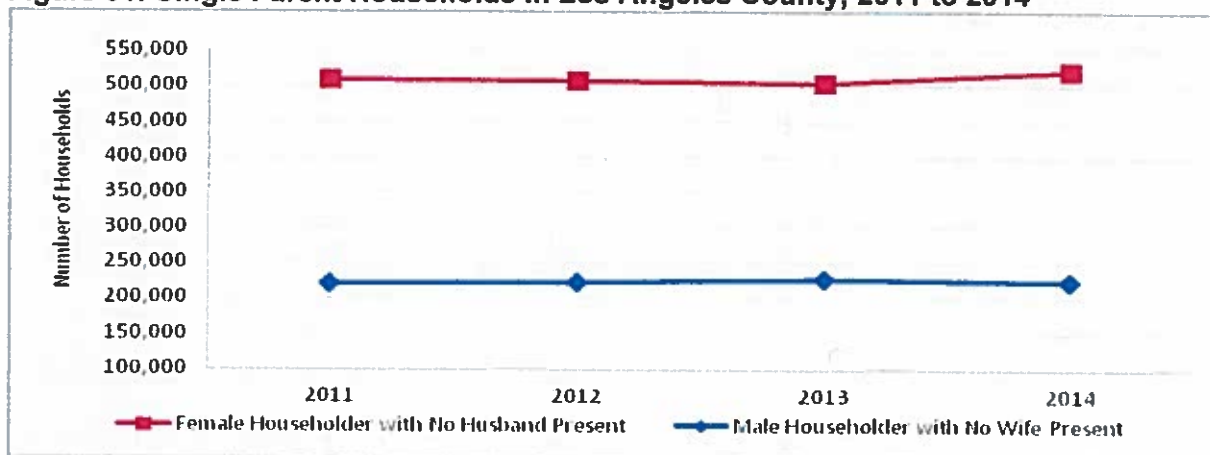
J Clin Child Adolesc Psychol. Author manuscript; available in PMC 2010 July 1.

Published in final edited form as: J Clin Child Adolesc Psychol. 2010 March; 39(2): 208–219. doi: 10.1080/15374410903532650

that might reduce a parent's ability to cope with the day to day responsibilities of raising a child.³

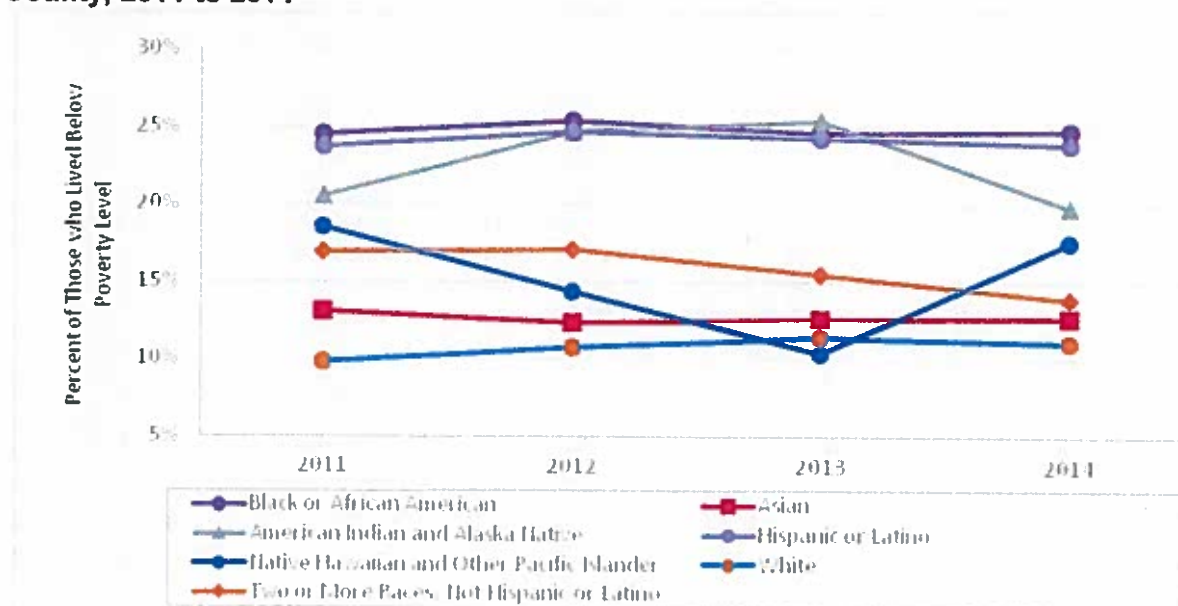
During the County Self-Assessment timeframe 2011-2015, Los Angeles County communities have seen a reduction in affordable housing and an increase in homelessness. There has been an increase in single parent households and a general maintenance or decrease in persons living below poverty levels.

Figure 01: Single Parent Households in Los Angeles County, 2011 to 2014



Source: U. S. Census Bureau, American Fact Finder, Selected Social Characteristics in the United States, 2011-2014

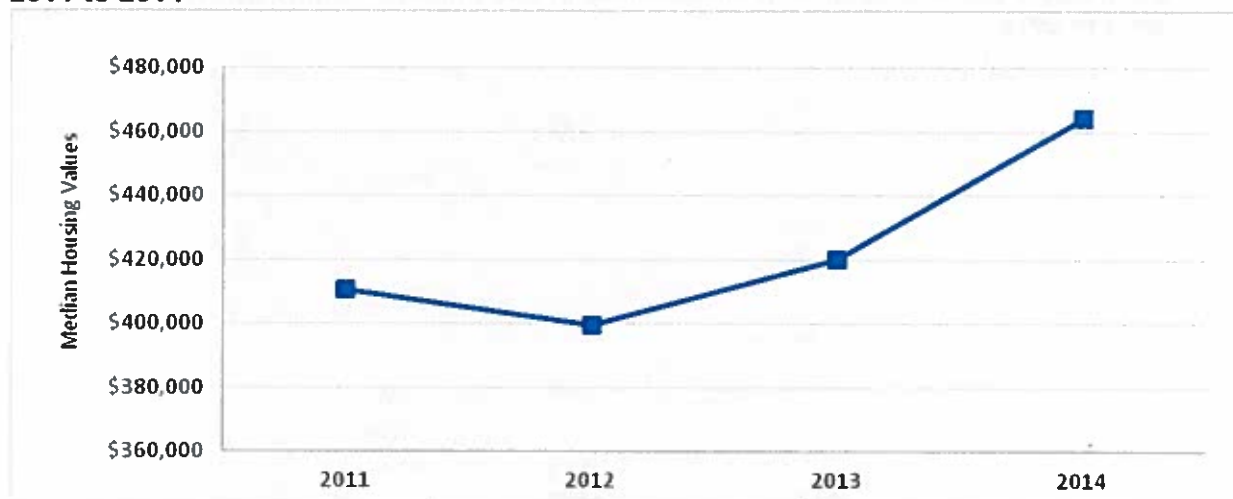
Figure 02: Percentage Lived Below Poverty Level by Race/Ethnicity in Los Angeles County, 2011 to 2014



Source: U.S. Census Bureau, American Fact Finder, Poverty Status in the Past 12 Months, 2011-2014

³ The 2016 Prevention resource Guide: Building Community, Building Hope <https://www.childwelfare.gov/topics/preventing/preventionmonth/resource-guide/>.

Figure 03: Median Values for Owner-Occupied Housing Units in Los Angeles County, 2011 to 2014



Source: U.S. Census Bureau, American Fact Finder, Selected Housing Characteristics, 2011-2014

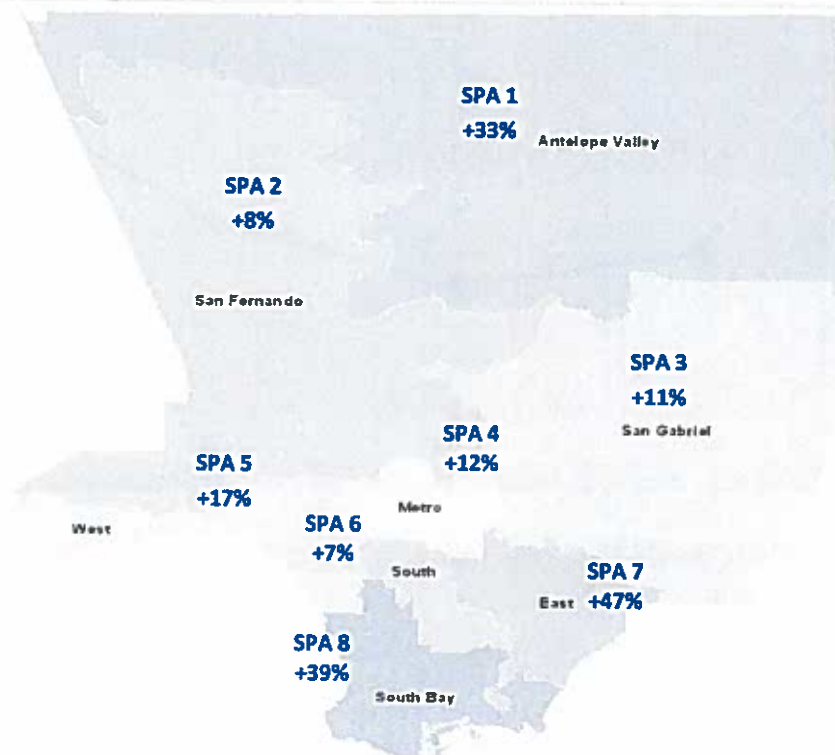
Los Angeles County is divided into the following eight Service Planning Areas (SPAs) for health care planning purposes.

- SPA 1: Antelope Valley;
- SPA 2: San Fernando Valley;
- SPA 3: San Gabriel Valley;
- SPA 4: Metro LA;
- SPA 5: West;
- SPA 6: South;
- SPA 7: East; and
- SPA 8: South Bay (includes Catalina Island).

Understanding the individual SPA characteristics assists child welfare agencies and community partners identify specialized service needs and child abuse prevention opportunities. As Los Angeles County builds its improvement plan, it is notable the increased homelessness percentages in SPAs 1, 7 and 8 (Figure 04). SPA 6 has higher percentages of households with reported incomes below poverty levels, poorer health status, less access to health services and higher percentages of teen births (Table 01). In the community of SPA 8, there is greater chance of teen and young adult homicide.

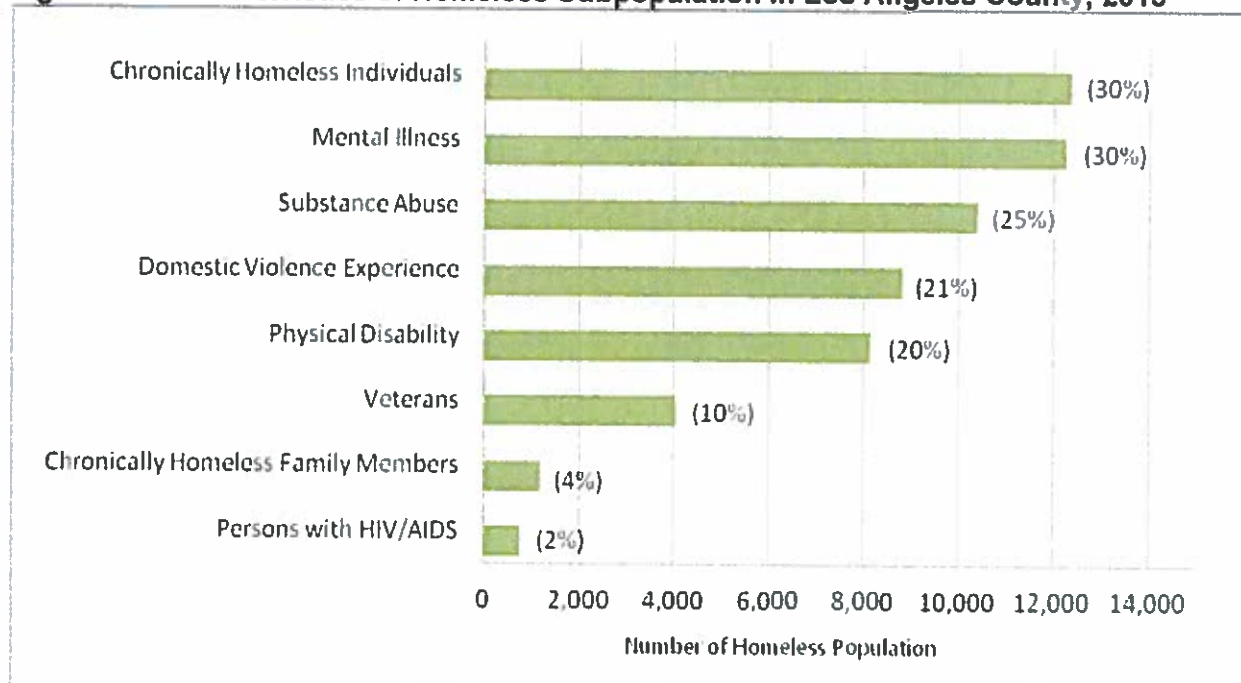
Los Angeles County's SIP plan includes priorities that focus on reducing maltreatment, increasing parental protective capacity, preventative and aftercare services, achieving permanency for children and youth in out-of-home care and team-based practice with shared vision, commitment and accountability.

Figure 04: Percent change of homelessness in Los Angeles County by SPA, 2013 to 2015



Source: Los Angeles Homeless Services Authority, 2015 Greater Los Angeles Homeless Count Results.

Figure 05: Characteristics of Homeless Subpopulation in Los Angeles County, 2015



Notes: Demographic characteristics are not mutually exclusive. Data is for Los Angeles Continuum of Care and does not include data from Glendale, Pasadena, and Long Beach.

Source: Los Angeles Homeless Services Authority, 2015 Greater Los Angeles Homeless Count Results.

The Department of Children and Family Services (DCFS) and Probation Child Welfare have made strides in refining practices and services in the Los Angeles County's child welfare system since the last County Self-Assessment (CSA) in 2011. In the past five years, the two agencies embraced the continuous quality improvement approach and have expanded data collection, analysis and information sharing. The DCFS specifically created a Data-driven Decision Making (DDDM) process that facilitates data analyses exploring the barriers to better performances and outcomes across State and Federal performance measures. Through its efforts, the County successfully:

- Lowered the rate of Maltreatment in Foster Care victimizations from 15.6 in 2010 to 10.67 in 2014 and the percentage in Recurrence of Maltreatment from 10.0% in 2010 to 9.3% in 2013;
- Improved placement stability for children in care 12 to 24 months by 11.4%, from 66.6% in Quarter 1 of 2010 to 74.2% in Quarter 1 of 2015;
- Decreased the percentage of children in care three years or longer (emancipated/age 18) 20%, from 60.2% in Quarter 1 of 2010 to 48% in Quarter 1 of 2015;
- Increased Timely monthly contacts through data cleanup and tracking;
- Increased first and second placements with relatives with the development and use of an expedited California Law Enforcement Telecommunications System (CLETS) system; and
- Reduced overall reentry into foster care.

Los Angeles County child welfare has integrated a teaming approach to case practices through the implementation of the Multi-Disciplinary Team (MDT), Placement Assessment Centers (PACS), Permanency Collaboration and the Shared Core Practice Model (CPM). The County commenced use of Federal Case Reviews and Quality Service Reviews (QSRs) to gauge the Department's application of the CPM, adopting an alternative, edifying way of evaluating case practices and service delivery.

Major improvements were made to bring caseloads down and advance technological supports for staff. The DCFS launched a hiring initiative and took to policy revisions that streamlined agency guides and directives to make its child welfare policy manual less cumbersome. Probation Child Welfare provided more cross-training, access to CWS/CMS and access to newer computer applications, equipment and systems for enhanced efficiency in business practices. The DCFS revamped its core training curriculum and module and now hosts a DCFS University that provides a 52-week Foundational Academy broken up into three phases of instruction for optimal learning. The Business Information Systems (BIS) section of DCFS developed numerous shared computer applications and systems for enhanced efficiency in business practices for many areas of child welfare across the County.

The County heeded stakeholder feedback and redesigned its contract bidding process to make it more efficient for community partners and service providers. Probation Child Welfare and the DCFS continued work with other County Departments like the Department of Public Health (DPH) and the Department of Public Social Services (DPSS) and strove to further develop programs such as the Time-Limited Family

Reunification (TLFR) program with DPH's Community Assessment Service Centers (CASCs) and the Family Dependency Drug Court (FDDC) with the Juvenile Dependency Court to provide both practical and innovative drug/alcohol abuse treatment options for families with children in child welfare. The DCFS and PCW partnered with community agencies in Eliminating Racial Disparity and Disproportionality (ERDD) initiatives and exerted targeted recruitment efforts to meet the placement needs of African-American and American Indian/Alaska Native (AI/AN) children. The County also secured funding for nine Foster Parent Recruitment, Retention, and Support (FPRRS) strategies to bolster support and services to DCFS and PCW resource families. Through the 2016 -2020 System Improvement Plan, the DCFS and PCW plan to continue focused work with community partners to provide more resources and services to the children and families in the County's child welfare system.

Yet despite the promising achievements over this past review period, the County remains challenged in several areas and needs to strategize efforts in the coming years to continue its progressive growth. The DCFS and Probation Child Welfare (PCW) must hone social work practices and adjust the ways in which services are delivered to improve outcomes for the children and families in their care and custody. From 2011 to 2015, the two agencies did not fare too well on the State and Federal performance measures and demonstrated the ongoing need for continuous quality improvement efforts. The County:

- Did not achieve or sustain the National Standard for either of the two Federal Safety Measures;
- Saw an increase in victimizations for children ages 1 to 2 from Calendar Year (CY) 2013 to CY 2014;
- Saw a reduction in moves to permanency within 12 months of removal dates; and
- Struggled to meet and sustain the National Standard for the Federal Permanency Measure around Re-entry into Foster Care within 12 Months.

The County also identified salient trends in its child welfare data that elicit practice implications:

- The proportion of infants entering care increased from 2010 through 2014;
- African-American youths and children between the ages of 0 to 5 had greater recorded numbers in the Recurrence of Maltreatment measure;
- Children between the ages of 0 to 5 and youths ages 16 to 17 had markedly less moves to permanency within 12 months of removal;
- Child deaths as a result of abuse or neglect were more likely with children ages 0 to 1; and
- Children of families with substantiated general neglect referrals made up the greatest percentage of children entering foster care.

The observed trends and data patterns clearly speak to the necessity for specific, targeted services in the County to better meet the needs of its child welfare consumers.

Vested stakeholders and relevant organizations acknowledge the lack of specialized services and supports and recommend that the DCFS and Probation Child Welfare (PCW) integrate specific practices and services to effectively tackle the problematic issues that lead to child protective service interventions. The Blue Ribbon Commission on Child Protection's (BRCCP's) Interim and Final Reports highlight the particular need for services for children age 0 to 5, and the Peer Review reveals the need to engage in family finding and ongoing case planning to best serve children of specific populations. With such specialized services, the Department will be better equipped to address the given challenges affecting certain populations within the County.

The DCFS and PCW's stakeholders name other gaps in the child welfare system to strategize around, to improve the County's service continuum. The BRCCP's Final Report and Center for the Study of Social Policy (CSSP)'s Institutional Analysis (IA) cite the inadequacy of the current contracting system at the DCFS, stating that the current process does not account for the quality of services provided to children and families. The BRCCP calls for a performance-based contracting system that focuses on quality and outcomes to ensure that payments to agencies are commensurate with results-based services. The BRCCP also pushes for accountability in the County and stresses the need for outcome measures that hold the DCFS accountable to agency goals and objectives. The BRCCP and the CSSP further highlight the necessity for better information sharing across County Departments and agencies, and all vested stakeholders emphasize the need for improved communication and more training not only for social work staff at the DCFS and Deputy Probation Officers, but also for caregivers and service providers in the child welfare system. The Los Angeles County child welfare system clearly needs to implement record keeping practices and track substantive data that can speak to the efficacy of its applications, programs, and services.

Through various forums and avenues, the Los Angeles County's committed stakeholders have provided the DCFS and PCW with invaluable feedback and have essentially laid the framework for a solid Systems Improvement Plan (SIP) that will guide the County for the next five years. The County intends to expend considerable efforts in establishing permanency for children and youths within the first 12 months of entry into the child welfare system, beginning right at the onset of Family Reunification services. The DCFS and PCW will exert efforts to provide a comprehensive continuum of services and strive to:

- Reduce Recurrence of Maltreatment;
- Increase Permanency in 12 Month (entering foster care);
- Collaborate with partners to meet assessment, placement and treatment needs of children in foster care; and
- Enhance Child Welfare's Continuous Quality Improvement System.

Establishing a Baseline

The child welfare outcome measures developed and standardized by the California Department of Social Services (CDSS) are used by California counties to track their performance over time. The outcomes that are discussed in this section were extracted from the Child Welfare Services/Case Management System (CWS/CMS) and published by the CDSS in partnership with the University of California, Berkeley (UCB) Center for Social Services Research (CSSR), California Child Welfare Indicators Project (CCWIP).

The System Improvement Plan (SIP) is drafted in response to data trends (performance directions) and point in time performance information garnered from child welfare measures found in the CWS/CMS Dynamic Reporting System website.

Los Angeles County performance for Federal Outcome Measures, discussed in detail in the Outcome Measure Section of the 2011 -2015 County Self-Assessment (pages 172 - 220), highlighted the following:

Safety:

S1. Maltreatment in Foster Care – Steady improvement in County performance 2010 - 2014; Unable to meet or sustain the National Standard ≤ 8.5 rate of victimization

S2. Recurrence of Maltreatment - Unable to sustain performance at the $\leq 9.1\%$ National Standard.

Permanency:

P1. Permanency in 12 Months - (Children Entering Foster Care) In the past 5 years, a 19.1% change in County performance moving away from the 40.5% National Standard

P2. Permanency in 12 Months - Children in Foster Care 12-23 Months Performance at or near the $\geq 43.6\%$ national standard; unable to sustain desired performance

P3. Permanency in 12 Months Children in Foster Care 24 Months or More Steady improvement in performance 2010 -2014; Performing below the $\geq 30.3\%$ National Standard

P4. Re-entry to Foster Care Some improvement in performance 2010 - 2013; challenged to meet the $\leq 8.3\%$ National Standard

P5. Placement Stability Performance consistently surpasses the ≤ 4.12 moves (per 1,000 days); opportunity to improve placement stability for children ages 11 – 17.

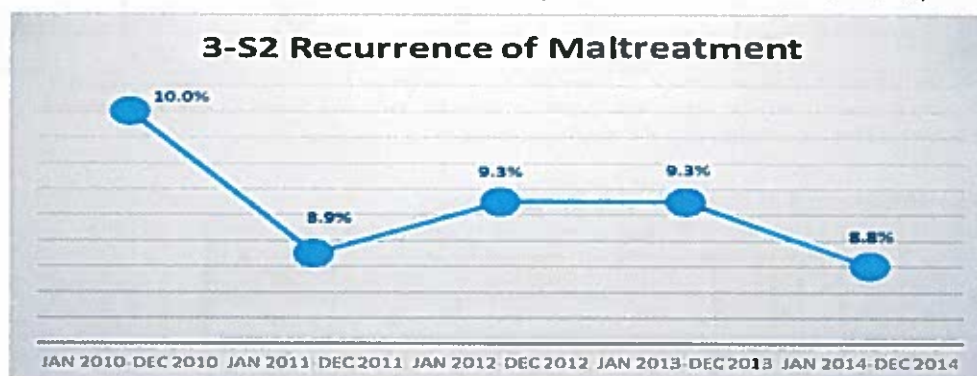
While there is opportunity for improvement in performance for each of the CFSR Round 3 Federal Outcomes Measures, Los Angeles County has chosen to prioritize focus on

3-S2 – Recurrence of Maltreatment and 3-P1 – Permanency in 12 Months (Children Entering Foster Care).

3-S2 – Recurrence of Maltreatment

The essence of child welfare for the County is child safety. The County Self-Assessment provided Los Angeles County Child Welfare with information related to the challenges of varying communities, which put children at greater risk for abuse and neglect. Additionally, the Federal Outcome Measure shows our performance with regard to safety, Recurrence of Maltreatment, is not consistently meeting the desired standard and is not preventing abuse.

Figure 06: 3-S2-Recurrence of Maltreatment (National Standard Goal: $\leq 9.1\%$)



	2010	2011	2012	2013	2014
Recurrence	2,650	2,425	2,448	2,416	2,171
Total Children	26,435	27,134	26,258	26,068	24,728
Recurrence %	10.0%	8.9%	9.3%	9.3%	8.8%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoert, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 8/24/2016, from University of California at Berkeley California Child Welfare Indicators Project website URL: http://cssr.berkeley.edu/ucb_childwelfare

Child abuse and neglect can be prevented⁴. Los Angeles County will focus on the Recurrence of Maltreatment in order to better understand the abuse and neglect patterns for the county and to engage in prevention strategies.

Looking at overall recurrence of maltreatment performance trends for the county, gives a bird's eye view of child safety. In comparison with other California counties and the State, Los Angeles County can feel strong about its performance for recurrence of maltreatment. We can see that most recent yearly performance has the county surpassing (below) or near the National Standard. However, when looking deeper into patterns of recurrence of maltreatment, children ages 1-5 and African-American and American Indian/Alaskan Native children experience recurrence of maltreatment more frequently than other ages and ethnicities (Table 03). This is the basis for county focus on this Federal Outcome Measure. The County needs to understand fully the environmental and systemic factors that are impacting the County's ability to move

⁴ Child Welfare Information Gateway Factsheet 2008

performance consistently below the National Standard and to explore the specific issues for young children and African American and American Indian/Alaskan Native youth.

Table 02: 3-S2 Recurrence of Maltreatment – California County Comparison

	Jan 2010- Dec 2010 %	Jan 2011- Dec 2011 %	Jan 2012- Dec 2012 %	Jan 2013- Dec 2013 %	Jan 2014- Dec 2014 %
California	10.3	10.1	10.4	10.4	9.9
Fresno	9.2	10.4	13.0	11.2	9.7
Los Angeles	10.0	8.9	9.3	9.3	8.8
Riverside	12.7	11.0	13.2	11.4	11.1
San Bernardino	11.0	9.9	12.5	11.9	11.6
San Diego	9.7	9.4	9.0	10.8	10.4
San Francisco	8.7	11.3	6.0	10.5	8.6

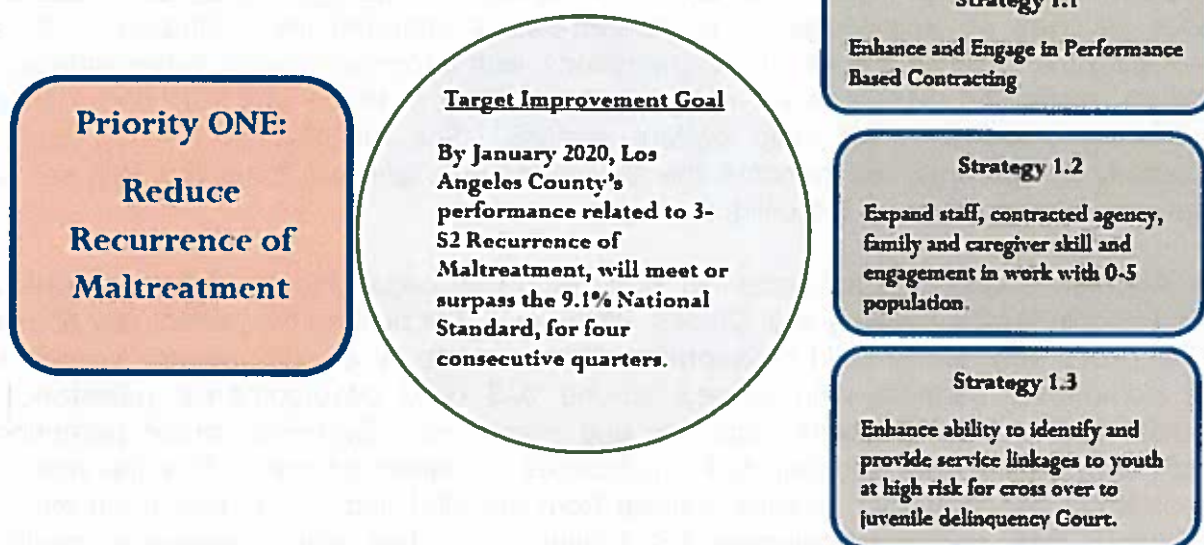
Webster, D., Amijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Tobler, A., White, J., & Kai, C. (2016). CCWIP reports. Retrieved 08/24/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 03: 3-S2- Recurrence of Maltreatment Demographics

Los Angeles	Age	3-S2 Recurrence of Maltreatment				
		2010	2011	2012	2013	2014
		%	%	%	%	%
Los Angeles	Under 1	10.3	8.9	8.7	9.1	8.2
	1-2	10.2	9.4	9.7	9.1	9.9
	3-5	10.3	9.7	10.1	9.5	9.3
	6-10	9.6	8.5	9.7	10.1	8.8
	11-15	10.6	9.3	9.4	9.1	9.1
	16-17	7.3	6.0	6.3	6.2	5.0
Los Angeles	Ethnic Group	3-S2 Recurrence of Maltreatment				
		2010	2011	2012	2013	2014
		%	%	%	%	%
	Black	10.3	8.7	11.4	9.7	11.4
	White	11.5	9.6	9.0	9.8	9.0
	Latino	10.0	9.1	9.0	9.4	8.4
	Asian/P.I.	6.3	7.0	6.0	4.9	5.1
	Nat Amer	7.4	11.9	13.0	13.8	2.5
	Missing	1.6	1.0	1.6	1.0	0.3
Los Angeles	Gender	3-S2 Recurrence of Maltreatment				
		2010	2011	2012	2013	2014
		%	%	%	%	%
	Female	10.2	9.3	9.3	9.5	9.0
	Male	9.8	8.5	9.3	9.0	8.6
	Missing	0.0	0.0	0.0	0.0	33.3

Webster, D., Amijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoeri, C., & Romero, R. (2016). CCWIP reports. Retrieved 8/05/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Priority, Target Goal and Strategies



Los Angeles County will approach this first priority, Reduce Recurrence of Maltreatment with three strategies:

Strategy 1.1 will look to enhance current performance based contracts and engage contracting agencies as partners in reducing recurrence of maltreatment. Joint analysis of recurrence patterns will occur, standards of performance will be identified and a process for monitoring and actively responding to lessons learned will be put into place. The Core Practice Models (CPM) of Los Angeles County and California clearly state that establishing joint accountability and shared outcomes among team partners is necessary for the CPM success. Focused efforts for contracts will be in the area of prevention and aftercare.

The current contracts for the County reflect expectation of performance that were developed during the 2011-2015 SIP. Implementation of strategy 1.1 requires that the next round of contract development include county child welfare agencies and contractors partnering to build improvement process for the future. The projected next contract cycle will move for bidding in calendar year 2018. The preparation for the bidding process begins with development of a statement of work for contracts that captures the improvement focus metrics and practice expectations, along with an accountability process for child welfare agencies and partners.

Strategy 1.2 - Reducing maltreatment can best be achieved by building the skills of parents, developing their protective capacity and identifying community resources needed to meet the physical, emotional and developmental needs of the child.⁵ Strategy 1.2 looks to expand on the knowledge and skills needed to work with the 0–5 population, for all those in child welfare who are involved with children. The majority of Los Angeles County child welfare children fall into the 0-5 age range. They are more likely to experience a recurrence of maltreatment and more often re-enter into foster

⁵ Los Angeles County Core Practice Model

care following reunification. Prevention of maltreatment for this most vulnerable population will require expertise in child development, emotional, health and medical needs as well as knowledge of evidenced-based interventions. Strategy 1.2 is leveraging that building a team of 0-5 champions, with expertise related to the youngest children needs and resources will enhance the skill set of those who surround a child and family involved in the child welfare system. The full child and family team, especially the parents, will become the 0-5 champions and will have the skill set to safely provide and care for the child.

Los Angeles County has a functioning workgroup that began focus on 0-5 population with a pilot in two DCFS Regional Offices. Strategy 1.2 is built on the preliminary efforts of the pilot's specialized child collaborative teams, made up of staff, service providers and community partners who trained around 0–5 child developmental milestones, medical and emotional needs, supports and resources. Evidence-based parenting practices were explored and included in resources for parent referrals. The first year of the strategy will document lessons learned from the pilot and incorporate them into a curriculum and multiyear calendar for training. In line with continuous quality improvement, this strategy will include the development of an efficacy tracking process and reporting structure.

Strategy 1.3 targets assessment and identification of youth at high risk of crossing over from child welfare services to juvenile justice. This strategy is aligned with recurrence of maltreatment as children with more extensive involvement with the child welfare system, are more likely to crossover into the juvenile justice system⁶. The Chronicle of Social Change reported in 2016 that as many as two-thirds of juvenile justice-involved youth have had some experience in the child welfare system⁷. This is an incredible statistic that has prompted the county to take a step in addressing the needs of youth at risk for cross over.

The initial step in the strategy will focus on identification of those children at high risk for crossover. Creating an identification tool, teaching to the tool and implementing a process for its use and analysis will be action steps taken during the first year of this strategy. A current crossover youth strategic plan workgroup, is focused on prevention efforts through tracking of grade level reading, specifically proficiency at grade three. In line with the program *My Brother's Keeper*, the strategic plan workgroup has chosen this focus area from the Program's six universal milestones:

1. Entering school ready to learn;
2. Reading at grade level by third grade;
3. Graduating from high school ready for college and career;
4. Completing post secondary education or training;
5. Successfully entering the workforce; and
6. Reducing violence and providing a second chance.

⁶Doorways to Delinquency: Multi-System Involvement of Delinquent Youth in King County (Seattle, WA) 2011

⁷Chronicles for Social ChangeCrossover Youth: A Shared Responsibility by [Lisa Martine Jenkins](#) January 30, 2016

The six universal milestones have been identified as especially important to living a successful life. Students who are not proficient at reading at grade level, by the time they are eight years of age, are more likely to drop out of school and have challenges with college and employment readiness⁸. Los Angeles County DCFS and PCW, partner with the Los Angeles Unified School District (LAUSD) and other school districts to focus attention on educational support for youth at high risk for crossover.

Identifying and providing service linkages for high risk for cross over youth, has a great deal of invested interest from groups across the County. Children's Law Center of California (CLC), a nonprofit law firm that represents all children in foster care in Los Angeles County, has a Crossover Advocacy and Resource Efforts (CARE) program in place to advocate for and support service linkage. Los Angeles Unified School District has a Village Movement, specifically focused on mentorship and role modeling. Los Angeles County has implemented a Crossover Youth Practice Model which focuses on understanding that youth and families have strengths, knowing systems must use data to make all policy and practice decisions and investing in building a workforce that is attuned to the factors that place youth at risk of crossover.

Probation Child Welfare has been especially active in working with the crossover population. Extensive research has been completed in cooperation with California State University Los Angeles; Dr. Denise Herz and Georgetown University. New dual-jurisdiction protocol has been developed with first steps to shared child welfare/juvenile justice Courts. Multi-Disciplinary Teams (MDT) have been instrumental in impacting practice by increasing services access, creating opportunity for adoption for PCW youth and placing emphasis on the need for placement resources. PCW and the DCFS leads for this strategy will continue on-going work with research partners and will guide the integration of research elements into the development of the at risk assessment tool. The challenge for the SIP strategy 1.3 leads will be the alignment of efforts already in place for crossover youth. Competing priorities by a variety of interested parties may slow or stall SIP strategy efforts.

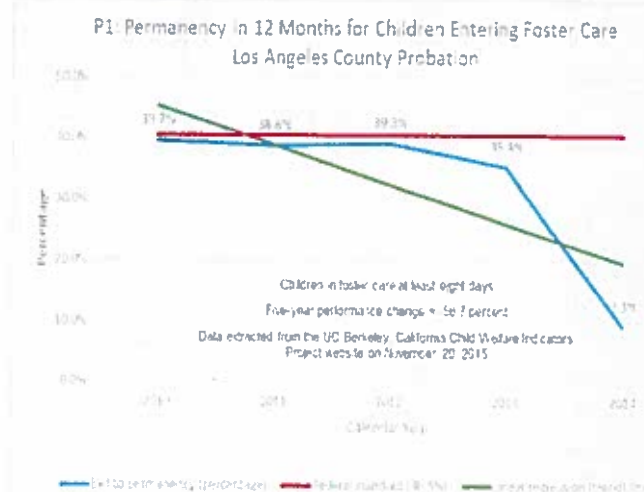
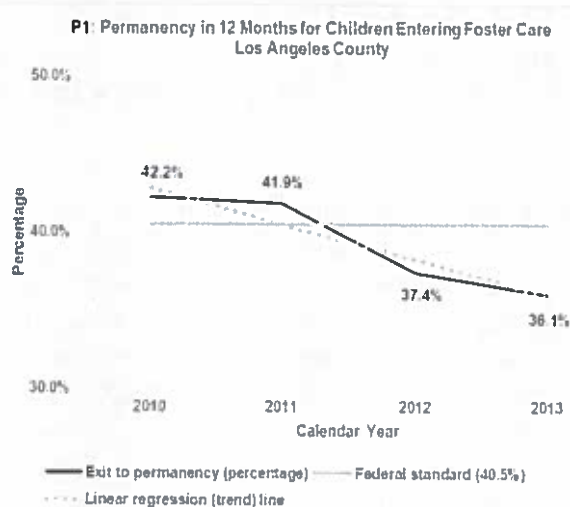
System Improvement Plan strategies to reduce recurrence of maltreatment have identified leads from both the DCFS and PCW. A continuous quality improvement approach will be applied across the county when moving forward with strategies. Strategies 1.1 and 1.3 are in the initial stages of analysis in order to identify tracking metrics. They have established workgroups which will be reporting out quarterly on SIP efforts. It is notable that strategies 1.1, 1.2 and 1.3 share common emphasis on teamwork and data driven decision making, within a process of continuous quality improvement. The strategies reflect Los Angeles County's Core Practice Model, which calls for teamwork, the value of family empowerment and using data for accountability and development of improvement actions.

⁸ My Brother's Keeper Task Force report to the President May 2014

3-P1 – Permanency in 12 Months (Children Entering Foster Care)

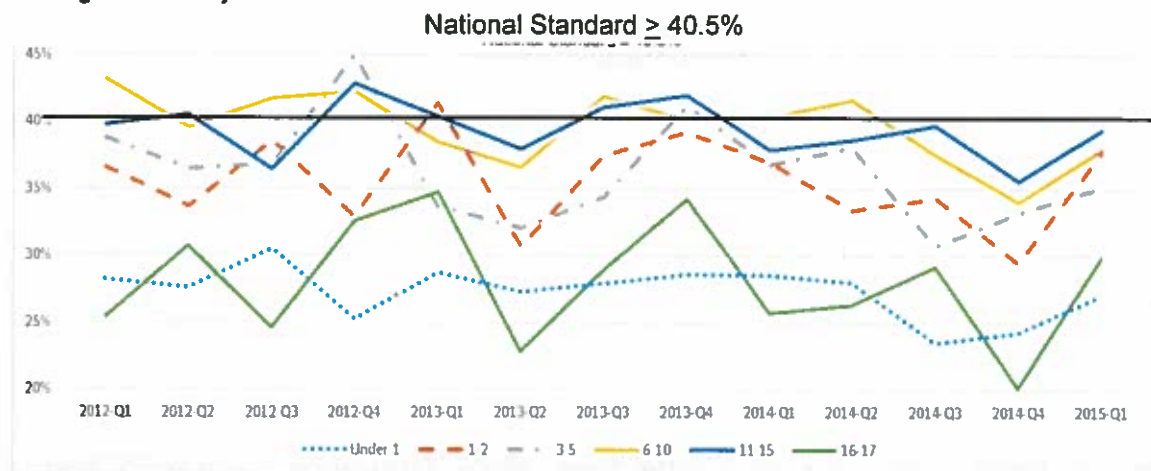
Los Angeles County child welfare has seen significant reduction in moves to permanency since 2010. While there has been an increase in the total number of children removed, moves to all forms of permanency have decreased. Priority Two for the 2016-2020 Los Angeles County System Improvement plan is “Increase Permanency in 12 Months for Children Entering Foster Care”. Los Angeles County has chosen to focus on utilizing child and family team-based practices to ensure that children spend no more time than needed in out of home care, as a strategy to address increased moves to permanency during the first 12 months of a child entering foster care.

Figure 07: 3-P1-Permanency in 12 Months (Children Entering Foster Care)
National Standard Goal: $\geq 40.5\%$



A more in-depth look at the demographic trends for outcome measure 3-P1, over a 13-quarter timeframe, beginning in Quarter 1 of 2012 shows most recent quarterly performance, generally below the 40.5 percent National Standard for all ethnicities, ages, and genders. Children under age one and children age 16 through 17 experience the lowest percentage of moves to permanency in the first 12 months following removal dates. African American children consistently experience delays to timely permanency, while Asian/Pacific Islander youth more often meet or surpass the National Standard for permanency in 12 months.

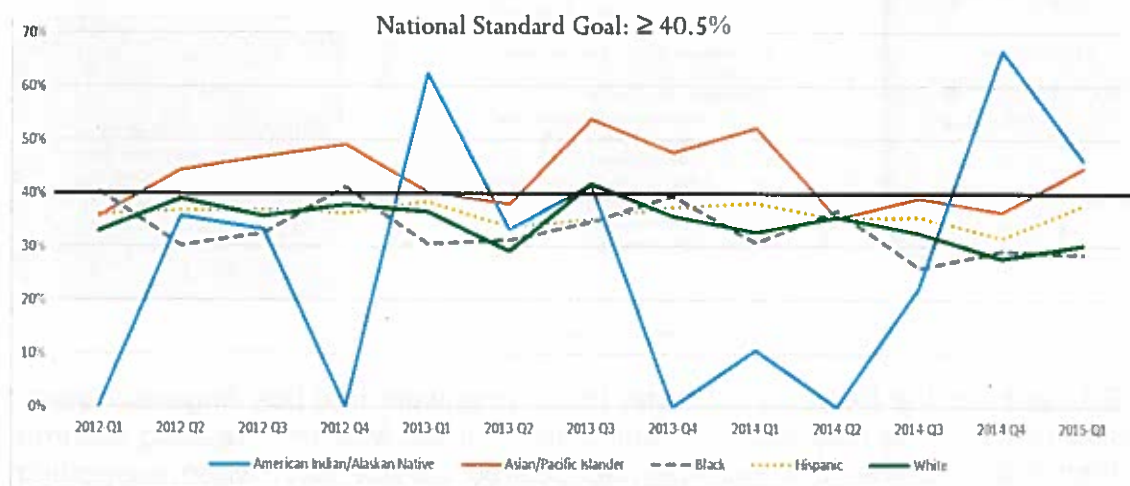
Figure 08: 3-P1 Permanency in 12 Months (Children Entering Foster Care) – By Age Group
Los Angeles County



AGE GROUP	2012-Q1	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2	2014-Q3	2014-Q4	2015-Q1
Under 1	28%	28%	30%	25%	29%	27%	28%	29%	29%	28%	24%	24%	27%
1-2	37%	34%	39%	33%	41%	31%	38%	39%	37%	33%	34%	30%	38%
3-5	39%	38%	37%	45%	34%	32%	34%	41%	37%	38%	31%	33%	35%
6-10	43%	40%	42%	42%	39%	37%	42%	40%	40%	42%	38%	34%	38%
11-15	40%	41%	36%	43%	40%	38%	41%	42%	38%	39%	40%	36%	39%
16-17	25%	31%	25%	33%	35%	23%	29%	34%	26%	26%	29%	20%	30%

Data Source: DCFS Dashboard CWS/CMS Datamart, 08.08.16

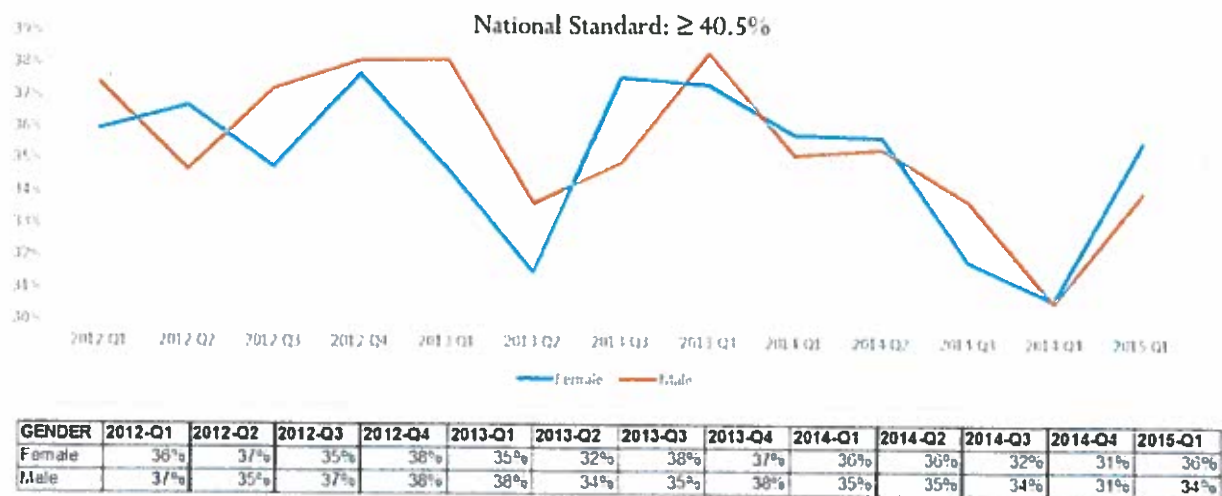
Figure 09: 3-P1 Permanency in 12 Months (Children Entering Foster Care) - By Ethnicity
Los Angeles County



ETHNICITY	2012-Q1	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2	2014-Q3	2014-Q4	2015-Q1
Black	40%	30%	32%	41%	31%	31%	35%	40%	31%	37%	26%	29%	29%
Asian/Pacific Islander	38%	44%	47%	48%	40%	38%	54%	48%	52%	35%	39%	37%	45%
Hispanic	36%	37%	37%	36%	38%	34%	35%	37%	38%	35%	36%	32%	38%
White	33%	39%	36%	38%	37%	29%	42%	36%	33%	36%	33%	29%	30%
American Indian/Alaskan	0%	36%	33%	0%	63%	33%	42%	0%	11%	0%	22%	67%	48%
Other	100%	45%	75%	75%	63%	0%	100%	0%	25%	67%	43%	0%	60%

Data Source: DCFS Dashboard CWS/CMS Datamart, 08.08.16

Figure 10: 3-P1 Permanency in 12 Months (Children Entering Foster Care) - By Gender
Los Angeles County



Data Source: DCFS Dashboard CWS/CMS Datamart, 08.08.16

Priority, Target and Strategy



Strategy 2.1 captures the focus on child and family teamwork that Los Angeles County and the State of California emphasize in their Core Practice Models. Keeping children safely in their home is first and foremost the desired service plan when supporting families. When it is necessary to remove children from their home, teaming with the family to reach the goal of safely returning the child home as soon as possible is the desired practice.

Permanency for this Federal Outcome Measure is defined as reunification with a parent, legal guardianship or adoption. However, while focus is on the Federal definition, this strategy will also address a broader view of permanency to established life-long commitments and safe, loving relationships. In 2013 Los Angeles County DCFS released a report on an Institutional Analysis conducted to identify systemic and practice issues that contribute to poor outcomes for some children, especially African

American children. Three challenge areas identified as impacting moves to permanency were lack of effective teaming, inadequate matching of services to needs and unorganized case management. In response to Institutional Analysis finding, the DCFS, in conjunction with the Department of Mental Health and in partnership with Probation Child Welfare, implemented a Core Practice Model. Multi-agency Collaboration, Teaming, Family Strengths/Child Needs-Based Approach and Cultural Responsiveness were identified as the approach the county would take to address delays to permanency.

Since the implementation of the Core Practice Model, the County has made changes in staffing, increasing the number of Children Social Workers and Supervising Children's Social Workers. Probation Child Welfare and the DCFS have experienced reorganization of management teams and increased Child and Family Team (CFT) or Multi-Disciplinary Team (MDT) engagements.

The development of functioning family teams has been challenging as practice change is dependent on training of all formal and informal supporting persons who surround children and families involved in the child welfare system. The first steps in training have come from certification of DCFS staff as child and family facilitators. Expansion of certification through this strategy will move to PCW and to external partners.

Children, youth and families are recognized as the best experts about their own lives and preferences, while professionals are resources for the family.⁹ The Core Practice Model protocols state that team members are chosen and invited by the family with consideration to needs and preference. As indicated earlier, matching services to needs was a challenge for the county identified in the Institutional Analysis. By engaging the family in case planning efforts, the county anticipates that identification of underlying needs will be more accurate and effective.

The County Self-Assessment provided an overarching look at the community strengths and challenges of Los Angeles County. In building the family's protective capacity, in order to expedite reunification or other forms of permanency, the child and family team will consider family characteristics such as single parent household, the age of the parent, housing challenges and employment challenges. Family structure and economic stability impact parents' ability to provide needed safety and well-being supports for children. If the parents are struggling themselves with financial stress and lack of education, their children will likely struggle to achieve stability. It will be the role of each child and family team member to invest and be accountable to successfully reaching the case plan goals. This includes the child and parents active investment.

In addition to a focus on teamwork, strategy 2.1 will aggressively engage in upfront family finding. Building a stable and supportive team around the child and family includes finding family members. Los Angeles has begun to develop a countywide upfront family finding protocol. In line with Continuum of Care Reform (CCR) and Assembly Bill 938, relatives to the fifth degree will be notified within 30 days of a child's

⁹ Los Angeles County Core Practice Model

removal from home. Relative recruitment will be on-going from the time of a child's removal from home. Early identification is one of the critical components to active placement with relatives and building options for youth.

The building of a functioning child and family team, guided by a collaboratively developed case plan will impact all of the SIP priorities. Achieving child safety, permanency and well-being demands invested interest and action by a collective team. Efforts related to assessment, goals setting and service provision start from day one in child welfare. It is anticipated that early collaborative planning will allow children to go home safely and sooner.

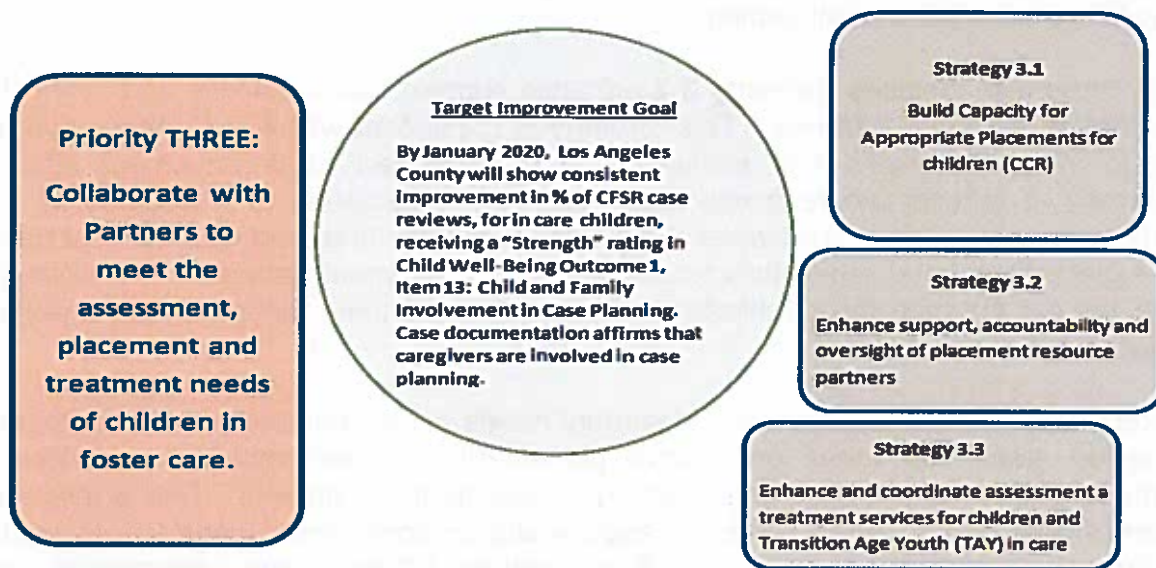
System Improvement - Collaborate with Partners to meet the assessment, placement and treatment needs of children in foster care.

The State of California's Continuum of Care Reform (CCR) is slated to begin in January of 2017. CCR is intended to better serve children in California's child welfare services system by:

- Using comprehensive initial child assessments;
- Increasing the use of home-based family care;
- Providing services and supports to home-based family care;
- Reducing congregate care placement settings; and
- Creating faster paths to permanency.

The CCR strategies have been selected to result in shorter durations of involvement in the child welfare and juvenile justice systems. A component of CCR is Resource Family Assessment (RFA). The RFA process will create a new foster caregiver approval process that replaces the existing process of licensing or certifying foster homes, approving relatives and Non Relative Extended Family Members (NREFMs) as foster care providers, and approving adoptive families by combining the best elements of all the processes into a single approval standard. Once RFA is fully implemented for all families, caregivers will receive the same information, training, and options for support. Resource Families will not have to go through another approval process if they seek to adopt, be appointed legal guardians, or foster additional children. Los Angeles County has chosen priority three because of the importance of aligning the CCR approach and County System Improvement Plan to maximize the opportunity for change in the service and outcome experience for children and families involved in the child welfare system.

PRIORITY, TARGET AND STRATEGY



The target goal for priority three is tied to child, parent and caregiver engagement in development of the family case plan. In 2015, the California Child and Family Services Review (C-CFSR) process integrated qualitative case review in a dynamic way. A comprehensive case review tool and formal process of review was developed in response to Federal Child and Family Service Review (CFSR) process guidelines. Beginning in April of 2016, California and Los Angeles County began capturing information gathered from qualitative case review. On a quarterly basis, randomly selected cases will be reviewed by certified County reviewers and information gathered will be captured in a State data system. Los Angeles County plans to establish baseline performance around child, parent and caregiver engagement in case plan development. This baseline will serve as the measure point from which improvement begins.

Strategy 3.1 is focused on the Resource Family Approval (RFA) process. As shared in strategy 2.1, relative engagement and placement is a focus of practice from day one of a child being removed from home. Development and implementation of RFA by January of 2017 is on target for Los Angeles County. SIP action steps 3.1A-D will carry the County through development, implementation, efficacy analysis and tracking and adapting of the RFA process. Action steps 3.1E-G focuses on placement resource recruitment efforts. Building capacity to meet placement, assessment and treatment needs of children requires expansion of placement resources. Los Angeles County, like many jurisdictions across the country is challenged with having placement homes available for children who are unable to remain safely at home. The DCFS and PCW will collaborate with community to identify untapped resources and options of home for children with specialized needs. The final set of action steps for this strategy, 3.1H-L target analysis, program and contract development and evaluation activities related to specialized treatment placements for the DCFS and PCW youth. Utilizing placements

as a resource to address the child's underlying needs is a shift in focus from a child simply fitting into a placement setting.

Priority three also includes **Strategy 3.2** enhance support, accountability and oversight of placement resource partners. This strategy is consistent with the County's overall steps to include analysis and evaluation in each aspect of improvement efforts. Additionally, it reflects the teamwork approach and expectation of accountability for each member of the team. To successfully achieve priority three, the County must have clear expectations established for community-based placement partners. Action steps 3.2A-E lay out the plan for identification of placement partners, engagement, analysis and support of the partners.

Meeting placement, assessment and treatment needs of children begins with strategies and action steps that focus on relative placement and then move to developing community-based partnerships and specialized treatment placements. This is followed by assessment of placement provider capacity and comprehensive contracts to guide and ensure quality of placement. The final **strategy 3.3** addresses assessment and treatment service provision. It further expands on analysis of child and family team functioning and case plans appropriately tied to child and family needs.

In order to achieve desired safety, permanency and well-being outcomes, case plans need to be accurate, well planned and purposeful¹⁰. Effective case planning takes into consideration specific interventions tied to unique needs of an individual child and family. Strategy 3.3 highlights analysis of quality of assessment and how assessment is utilized to inform case planning, court reports and placement decisions. While referencing the strategies and actions steps from priority two, strategy 3.3 ties assessment and case planning directly to engagement of the child and family team. The County understands that assessment is an on-going process that demands attention to evaluation of fidelity and efficacy of services provided in response to identified child and family need.

The Continuum of Care Reform process is a huge undertaking for the State of California and Los Angeles County. It not only requires a redefining of agency and staff work responsibilities, but demands a change in mindset of how child welfare removal, placement, assessment and collaboration all connect from the day of first contact with a family. There are systemic challenges tied to SIP Priority Three. Staffing and local implementation of CCR is dependent upon State allocations and State policy decisions. Funding and payment rates are still being finalized. The collaboration and strategic planning needed in preparing for CCR implementation is a daunting undertaking in this vast county setting. Challenges remain in recruitment and retention of foster homes. There is need to develop adequate support for family caregivers and to complete assessment of local provider capacity and local services capacity to match the needs of children and families served by county child welfare services. However, the County is not deterred, but rather energized by the positive direction of practice change coming with action steps aligned with SIP Priority Three. The DFCS and PCW are confident

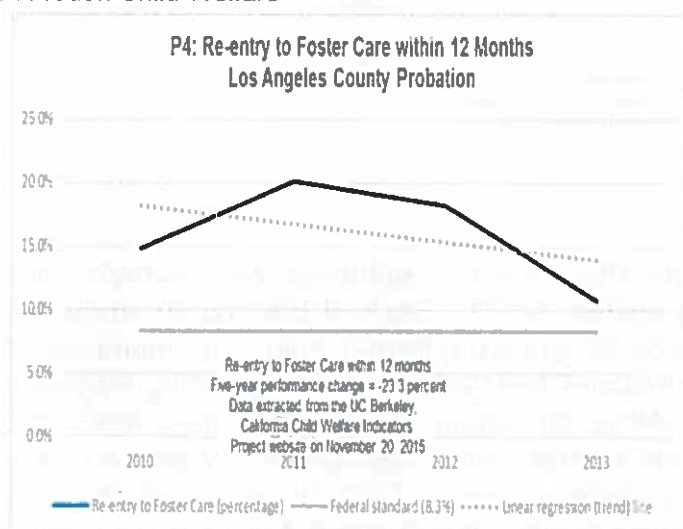
¹⁰ Child Protective Services: A Guide for Caseworkers, ACF Children's Bureau 2003

that by building and using the strength of the full child welfare team, system improvement will occur.

Complimentary Federal Outcome Measure – 3-P4 Re-entry into Foster Care

3-P4 Re-entry into Foster Care, is a complimentary outcome measure to 3-P1 Permanency in 12 Months (Children Entering Foster Care). The two measures go hand in hand. On one hand, if children are removed and remain in out-of-home placement, re-entry rates will be lowered as children are not moving to permanency and therefore not re-entering. On the other hand, if there is an increase in children being moved to permanency within 12 months of removal but re-entry is increased, there is question about permanency readiness, quality and appropriateness of assessment and services, as well as prevention and aftercare planning. Los Angeles County will be utilizing Re-entry performance throughout the 2016 -2020 SIP to gage effectiveness of strategies aligned with Priority three.

Figure 11: 3-P4 Re-entry to Foster Care within 12 Months
Probation Child Welfare



Probation Child Welfare (PCW) Re-entry into Foster Care within 12 months has not met the 8.3% Federal Standard. Between 2010 and 2013, PCW has shown an overall 23.3% reduction of re-entry into foster care within 12 months; PCW is trending toward meeting the Federal Standard and will focus on improving performance through this SIP cycle.

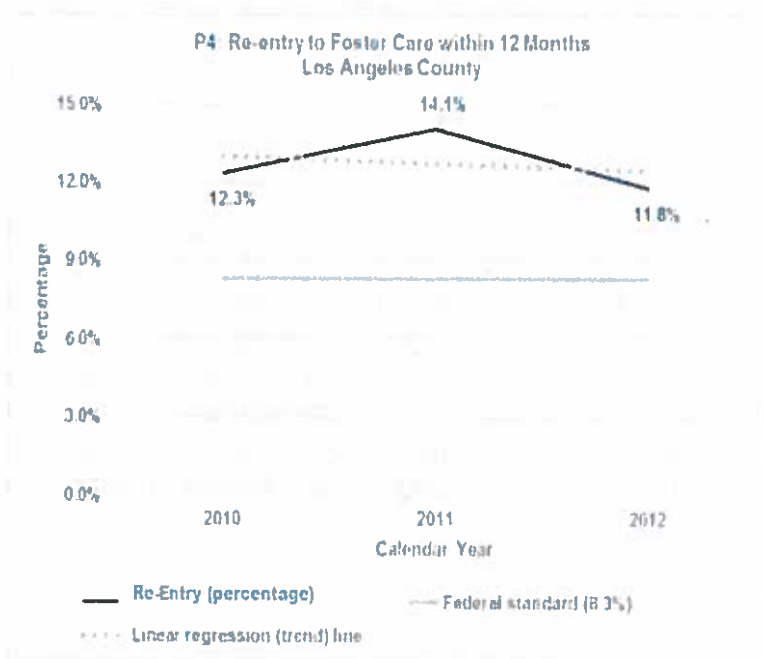


Figure 12: 3-P4 Re-entry to Foster Care within 12 Months

Re-entry into foster care has been an outcome area of focus for Los Angeles County in the 2011-2015 SIP. The County's performance improved in the outcome measure, but opportunities remain for further improvement. Through the 2016-2020 SIP cycle 3-P4 will be tracked as a complimentary measure to 3-P1 Permanency in 12 Months (Children Entering Foster Care).

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://ccsr.berkeley.edu/ucb_childwelfare

Priority four of the System Improvement Plan looks to enhance the County's child welfare continuous quality improvement system (CQI). Each of the priority strategies captures the improvement steps that will be taken by the formal supporting members of the child and family team, the DCFS, Probation Child Welfare and Contracting Partners, to enhance the County CQI system. While the family understands best their own strengths and challenges, the formal team partners must also be keenly aware of the strengths and challenges of the child welfare system. Through an enhanced CQI system the County is determined to be more directly responsive to the unique needs of child and family within their community and to improve outcomes.

Los Angeles County has built a CQI 9-Step Model to guide participants through an improvement process. The 9-step model begins at step one of analysis. Getting to the root cause, or the "why" of the area for change. The County is challenged by the need for action prior to the knowing. Interventions are put into place without full understanding of what is behind the results being seen. The DCFS has developed and engaged in a Data-driven Decision Making (DDDM) process for nearly six years. Full implementation is complete, with obvious room for improvement. Probation Child Welfare is a partner with the DCFS in the current DDDM process and will be expanding to a more formalized PCW DDDM process through this SIP period. A formalized DDDM process for Contracting Partners will be new in Los Angeles County. True understanding of collaboration and teaming has led the County to this point of knowing that contractors as formal supporting members of the child and family team, must fully understand their work and the desired goals of child welfare service and system.

Priority, Target and Strategies



Strategy 4.1 addresses the need for alignment of intervention efforts. Across the Los Angeles County Child Welfare System, there are multiple competing priorities, which silo child welfare work, challenge management and staff in determining focus priorities and weaken change efforts as resources are not leveraged. Alignment of Strategic Plan efforts with System Improvement Plan efforts will provide a solid message of priority focus and ground the full child welfare team in shared goals.

Strategies 4.2 and 4.3 are the “how” of system improvement for PCW and Contracting Partners. The first year of this SIP cycle will include the development and first steps to implementation of an enhanced DDDM process for PCW and a formal DDDM process for Contracting Partners. PCW, Contracting Partners and the DCFS will work closely around information sharing, communication and teaming around action steps identified through the CQI process.

Challenges to enhancing or building a CQI data driven process, include overcoming the fear of numbers which surrounds professionals engaged in child welfare. Education related to outcomes and methodology, tying numbers to children and creating a safe learning environment are all pieces of enhancing or developing a CQI system. Data collection and the utilization of data are additional challenges. While there is no shortage of numbers in child welfare, there are challenges to shared data systems. The County Self-Assessment identified information sharing as one of the key areas to address in improvement interventions. Enhancement and building of the CQI system for the DCFS, PCW and Contracting Partners will include changes to current data collection systems and, as stated earlier, expanded information sharing.

A Continuous Quality Improvement process is really nothing without action. If a child and family team builds a case plan for a child and family and there is then no follow-up activity around that case plan, effective change will not occur. A CQI system for child

welfare is no different. If management, staff and formal community partners are not teaming around shared priority improvement strategies, effective change will not occur. SIP Priority Four will be essential to successful achievement of SIP priorities one, two and three.

California Child and Family Service Review (C-CFSR) State Measure Performance

A C-CFSR System Improvement Plan (SIP) cycle begins with baseline performance for Federal and State metrics. Quarter 2 of 2015 is the baseline performance time measure for Los Angeles County. Federal Outcome Measure baselines for this quarter have already been documented in this System Improvement Plan report and will guide improvement strategies for the duration of the SIP. However, additional important C-CFSR State measure will be tracked throughout the SIP cycle.

The state measures allow counties to be informed of the day to day practice patterns and experiences of children and families involved in the child welfare system. Process measures such as timely response to referrals and child contacts keep accountability for child safety at the forefront of tracking activity. Being aware of practice patterns related to least restrictive placement allows the county to be mindful of the child's placement experience and to make strategic adjustments to actions and assessment following removal of a child from their home.

Well-being measures are captured in the form of placement with relatives, placement with sibling, medical, dental evaluations and educational achievement tracking. The well-being measures are the tangible, human aspects of the child experience. Capturing and tracking and responding to well-being data is necessary to reduce trauma, complete assessment and provide appropriate services. The additional focus on psychotropic medication usage in state measures has heightened formal physical and mental health and education child welfare collaborative partners' engagement in addressing the needs of children and families, by providing shared data related to practice patterns. The current shared access to C-CFSR child welfare measures will be helpful to successful achievement of SIP priorities. It is noted that the State is supporting the SIP process by enhancing measures and expanding Los Angeles County drill down capability to the DCFS Regional Office level.

C-CFSR State Measure Performance – Quarter 2, 2015 – Child Welfare

Table 04: C-CFSR State Measure Performance Q2 2015 – Child Welfare

	Measure Description	Most Recent Performance ¹	National or Compliance Standard	Goal	Five-year Percent Change ³
2B	Timely Response (Imm. Response Compliance)	96.8	90.0	^	v -1.1% ¹¹
2B	Timely Response (10-Day Response Compliance)	92.5	90.0	^	v -3.2%
2D	Timely Response-Completed (Imm. Response Compliance)	84.1	N.A.	^	v -1.3%
2D	Timely Response-Completed (10-Day Response Compliance)	71.9	N.A.	^	v -5.1%
2F	Monthly Visits (Out of Home)	95.3	95.0	^	^ 1.1% ¹²
2F	Monthly Visits in Residence (Out of Home)	83.1	50.0	^	^ 4.7%
2S	Monthly Visits (In Home)	89.7	N.A.	^	^ 1.7%
2S	Monthly Visits in Residence (In Home)	81.2	N.A.	^	^ 2.9%
4A	Siblings (All)	47.9	N.A.	^	v -7.8%
4A	Siblings (Some or All)	69.0	N.A.	^	v -5.5%
4B	Least Restrictive (Entries First Plc: Relative)	4.0	N.A.	^	^ 55.9%
4B	Least Restrictive (Entries First Plc: Foster Home)	8.9	N.A.	N.A.	^ 14.0%
4B	Least Restrictive (Entries First Plc: FFA)	43.0	N.A.	N.A.	v -29.4%
4B	Least Restrictive (Entries First Plc: Group/Shelter)	7.2	N.A.	v	^ 150.5%
4B	Least Restrictive (Entries First Plc: Other)	0.9	N.A.	N.A.	v -66.0%

¹¹ Red= move in less than desirable direction¹² Green=move in a desirable performance direction

	Measure Description	Most Recent Performance ¹	National or Compliance Standard	Goal	Five-year Percent Change ³
4B	Least Restrictive (PIT Placement: Relative)	43.0	N.A.	^	^ 20.1%
4B	Least Restrictive (PIT Placement: Foster Home)	6.5	N.A.	N.A.	v-6.9%
4B	Least Restrictive (PIT Placement: FFA)	23.0	N.A.	N.A.	v-21.3%
4B	Least Restrictive (PIT Placement: Group/Shelter)	5.1	N.A.	v	^9.2%
4B	Least Restrictive (PIT Placement: Other)	22.4	N.A.	N.A.	v-4.0%
4E (1)	ICWA Eligible Placement Status	http://cswr.berkeley.edu/ucb_childwelfare/CDSS_4E.aspx		N.A.	N.A.
4E (2)	Multi-Ethnic Placement Status	http://cswr.berkeley.edu/ucb_childwelfare/CDSS_4E.aspx		N.A.	N.A.
5B (1)	Rate of Timely Health Exams	86.2	N.A.	^	v-7.2%
5B (2)	Rate of Timely Dental Exams	59.9	N.A.	^	v-24.8%
5F	Authorized for Psychotropic Medication*	10.7	N.A.	N.A.	v-16.9%
6B	Individualized Education Plan	4.4	N.A.	N.A.	v-59.8%
8A	Completed High School or Equivalency	15.2	N.A.	N.A.	N.A.
8A	Obtained Employment	28.4	N.A.	N.A.	N.A.
8A	Have Housing Arrangements	30.0	N.A.	N.A.	N.A.
8A	Permanency Connection with an Adult	21.8	N.A.	N.A.	N.A.

Note ** or '#DIV/0!' = value not available due to 0 denominator

¹Participation Rates: 3-P5 rate per 1,000, 3-S1 rate per 100,000 all others: percentage (%)

²Performance relative to compliance/national standard = $(\text{standard}/(\text{num}/\text{denom})) * 100\%$ for measures with desired decrease: $(\text{num}/\text{denom})/(\text{standard}) * 100\%$ for measures with desired increase.

³Percent Change = $(\text{comparison } n/\text{comparison } d)/(\text{baseline } n/\text{baseline } d) - 1 * 100\%$.

Some items may display as 0.0%. But, indicate change not the desired direction

*Values of 10 or less and calculations based on values or less are marked(**).

**8A data are available from Quarter 2; 2015 onwards.

Percent calculations do not include "Missing" Data Source: CWS/CMS 2015 Quarter 2 Extract.

http://cdss.berkeley.edu/ucb_childwelfare/Ccfsr.aspx

C-CFSR State Measure Performance – Quarter 2, 2015

Probation Child Welfare

Table 5: C-CFSR State measure Performance – Q2 2015 – Probation Child Welfare

	Measure Description	Most Recent Performance ¹	National or Compliance Standard	Goal	Five-year Percent Change ³
2B	Timely Response (Imm. Response Compliance)	N.A.	90.0	^	N.A.
2B	Timely Response (10-Day Resp. Compliance)	N.A.	90.0	^	N.A.
2D	Timely Response-Completed (Imm. Response Compliance)	N.A.	N.A.	^	N.A.
2D	Timely Response-Completed (10-Day Response Compliance)	N.A.	N.A.	^	N.A.
2F	Monthly Visits (Out of Home)	51.4	95.0	^	N.A.
2F	Monthly Visits in Residence (Out of Home)	93.3	50.0	^	N.A.
2S	Monthly Visits (In Home)	N.A.	N.A.	^	N.A.
2S	Monthly Visits in Residence (In Home)	N.A.	N.A.	^	N.A.
4A	Siblings (All)	N.A.	N.A.	^	N.A.
4A	Siblings (Some or All)	N.A.	N.A.	^	N.A.
4B	Least Restrictive (Entries First Plc: Relative)	1.5	N.A.	^	v -15.9%
4B	Least Restrictive (Entries First Plc: Foster Home)	0.0	N.A.	N.A.	N.A.
4B	Least Restrictive (Entries First Plc: FFA)	0.0	N.A.	N.A.	N.A.
4B	Least Restrictive (Entries First Plc: Group/Shelter)	98.4	N.A.	v	^1.7%
4B	Least Restrictive (Entries First Plc: Other)	0.1	N.A.	N.A.	v-93.6%
4B	Least Restrictive (PIT Placement: Relative)	2.5	N.A.	^	^51.5%

	Measure Description	Most Recent Performance ¹	National or Compliance Standard	Goal	Five-year Percent Change ³
4B	Least Restrictive (PIT Placement: Foster Home)	0.0	N.A.	N.A.	N.A.
4B	Least Restrictive (PIT Placement: FFA)	0.1	N.A.	N.A.	N.A.
4B	Least Restrictive (PIT Placement: Group/Shelter)	62.8	N.A.	v	v -19.1%
4B	Least Restrictive (PIT Placement: Other)	34.6	N.A.	N.A.	^ 66.9%
4E (1)	ICWA Eligible Placement Status	http://cssr.berkeley.edu/ucb_childwelfare/CDSS_4E.aspx		N.A.	N.A.
4E (2)	Multi-Ethnic Placement Status	http://cssr.berkeley.edu/ucb_childwelfare/CDSS_4E.aspx		N.A.	N.A.
5B (1)	Rate of Timely Health Exams	N.A.	N.A.	^	N.A.
5B (2)	Rate of Timely Dental Exams	N.A.	N.A.	^	N.A.
5F	Authorized for Psychotropic Medication*	10.2	N.A.	N.A.	N.A.
6B	Individualized Education Plan	N.A.	N.A.	N.A.	N.A.
8A	Completed High School or Equivalency	13.9	N.A.	N.A.	N.A.
8A	Obtained Employment	30.6	N.A.	N.A.	N.A.
8A	Have Housing Arrangements	86.1	N.A.	N.A.	N.A.
8A	Permanency Connection with an Adult	63.9	N.A.	N.A.	N.A.

Note ** or #DIV/0! = value not available due to 0 denominator

¹Participation Rates: 3-P5 rate per 1,000. 3-S1 rate per 100,000 all others: percentage (%)

²Performance relative to compliance/national standard = (standard/num/denom)*100% for measures with desired decrease: (num/denom)/(standard)*100% for measures with desired increase.

³Percent Change = (comparison n/comparison d)/(baseline n/baseline d)-1**100%. Some items may display as 0.0%. But, indicate change not the desired direction

*Values of 10 or less and calculations based on values or less are marked(**).

**8A data are available from Quarter 2; 2015 onwards.

Percent calculations do not include "Missing" Data Source: CWS/CMS 2015 Quarter 2 Extract.http://cdss.berkeley.edu/ucb_childwelfare/Ccfsr.aspx

Technical Assistance

Los Angeles County is collaborating with Casey family Programs on deliverables around the following:

- Data and Research to support practice and policy reforms
Provide technical assistance to DCFS in the on-going development of a Continuous Quality Improvement (CQI) system
- Finance Reform and Reinvestment
Support the California Department of Social Services and participating counties, such as Los Angeles County DCFS and PCW, to develop their implementation; Provide technical assistance in developing local evaluation and CQI plan for Title IVE Waiver ("Waiver") strategies; develop governance structure to support "Waiver" implementation – This includes collaboration with Chapin Hall at the University of Chicago.
- Policy reform and will-building
Los Angeles County – Model Camp Initiative; Provide technical Assistance and consultation for development of a model camp that incorporates trauma informed practice and evidence based programming; contracting with juvenile justice expert to function as a consultant.
- Strengthen system capacity to address full spectrum of system of care
Provide technical assistance for implementation of Los Angeles County's Core Practice Model; communication strategies and child and family team certification process.
- Strengthen system capacity to prevent entries
Support implementation of community based, family-centered prevention strategies; engage with the Office of Child Protection, PCW, DCFS and Southern California Grantmakers (SCG).
- Strengthen system, capacity to support timely permanency
Provide technical assistance and consultation to support improved permanency outcomes (long stayers). State and County support provided to address delayed permanency.

PRIORITIZATION OF DIRECT SERVICE NEEDS

CAPIT/CBCAP/PSSF funded programs [such as Family Preservation and Prevention & Aftercare] utilize a strength-based, collaborative approach aimed at helping families to:

- Identify and build upon existing strengths;
- Resolve problems causing child safety concerns;
- Advocate for their children at school and in other public settings; and

- Expand or establish for the first time, the family's connection to resources and supports in the local community.

One of the primary goals of the CAPIT/CBCAP/PSSF funded programs is increased self-sufficiency within the family and a reduced reliance upon public agency intervention. Services are designed to prevent child abuse and neglect before it occurs, to build families' parental capacities (thereby reducing the likelihood of DCFS intervention); and, to prevent the recurrence of child maltreatment causing families' re-entry into the public child welfare system.

CAPIT/CBCAP/PSSF funded programs utilize a protective factors approach to reduce the likelihood of maltreatment and to improve child and family well-being. The protective factors approach is a research informed approach that results in strengthened families, optimal child development, and reduced child abuse and neglect.

Through a protective factors approach, families and communities build those protective factors identified as promoting positive outcomes:

1. Increased parental resilience;
2. Social connections;
3. Knowledge of parenting and child development
4. Concrete support in times of need; and
5. A strong social and emotional competence of children.

The CAPIT/CBCAP/PSSF funded programs, such as Family Preservation, Alternative Response Services, and Prevention and After-Care Services, provides a wide array of services, activities and supports that focus on working with children, youth and families to build protective factors. Funded activities through the Family Preservation and Alternative Response programs offer In-Home Outreach Counselor (IHOC) weekly visits, Parent Training, Counseling, Teaching and Demonstrating, Substitute Adult Role Model, Child Focused Activities, Anger Management, Auxiliary and Discretionary Funds, in addition to linkage services to developmental, educational, health care, housing, substance abuse treatment, mental health, respite care, domestic violence, and employment services.

Prevention and After-Care (PnA) Services are coordinated community-based services designed to increase the protective factors of children and families. Services can be accessed at any point in time by all families seeking assistance. The PnA contracts, which are based on Service Planning Areas (SPAs), are designed with flexibility to meet the needs of each SPA. The primary goal of the PnA program is to prevent child maltreatment. Services are provided at no cost to families and the only eligibility criterion is that the families be Los Angeles County residents. Some of the services provided are evidence-based and/or evidence informed. The PnA contract requires an assessment of each family for the development of individualized case plans addressing the needs of each child and family. The PnA program includes two countywide contracts that provide culturally-informed services to the Asian Pacific Islander (API) and American Indian/Alaska Native (AI/NA) communities.

The CAPIT program is derived from two legislative initiatives: AB 1733 and AB 2994 (Statutes of 1982). AB 1733 authorizes State funding for child abuse prevention and intervention services offered by public and private nonprofit agencies. CAPIT has established the following goals:

- Identify and provide services to isolated families, particularly those with children five years and younger;
- Provide high quality home-visiting programs formed on research-based models of practice;
- Deliver services to child victims of crime; and
- Support Child Abuse Councils in their prevention efforts.

The County utilizes a Steering Committee and a monthly meeting with contracted agencies as a venue for contractors to provide input on service delivery needs. The Steering Committee is comprised of one contractor representative from each of the eight Los Angeles County Service Planning Areas (SPA) and a representative from the contracted agency serving the American Indian/Alaskan Native. Practice issues as well as service needs of each of the Service Planning Areas in Los Angeles County are discussed and are shared at larger generalized all County meetings and local Regional Community Advisory Council sessions.

Child Welfare/Probation Child Welfare Initiatives

The County of Los Angeles child welfare agencies are jointly engaged in initiatives that will impact the SIP priorities. The California Well-being Project (Title IVE Waiver; "Waiver"), received State and Los Angeles County Board of Supervisors (BOS) approval for a five-year extension, will be in progress during the SIP 2016-2020 cycle. The "Waiver" allows for fiscal flexibility of funding streams so Los Angeles County may take full advantage of public and private support for children and families through community partnerships, quality service delivery, and accountability tracking. The California Well-being Project includes multiple initiatives that align with the System Improvement Plan. Los Angeles County "waiver" initiatives include:

Child Welfare:	The Core Practice Model (CPM) Enhanced Prevention and Aftercare (PnA) Partnerships for Families (PFF)
Probation Child Welfare:	Wraparound Functional Family Therapy Functional Family Probation

The Department of Children and Family Services (DCFS) and Probation Child Welfare have identified key staff members to work collaboratively, weaving activities of the

California Well-being Project and the Los Angeles County System Improvement Plan (SIP) together. The goals of the California Well-being Project are to:

- Provide preventative services and increase the current array of services in order for children to remain safely in their homes;
- Reduce timelines to reunification through the use of enhanced Child and Family Team (CFT)/Multi-Disciplinary Team (MDT) meetings and Family Finding efforts;
- Decrease timelines to adoption and legal guardianship when reunification is not viable;
- Reduce the length of stay in out-of-home and congregate care while ensuring that individualized case plans and services are in place prior to returning children home;
- Ensure successful and permanent reunification of children with their families;
- Enhance cross-system case assessments and case planning; and
- Improve timely case planning to reduce reliance on out-of-home care through the provision of intensive, focused, and individualized services.

Los Angeles County plans to use local advisory councils, committees, and workgroups to for ongoing oversight and as resources for valuable feedback pertaining to the achievement of "Waiver" goals. To ensure community participation in collaborative evaluation, the County intends to conduct "Waiver" planning at local and foundational levels and to use group forum venues.

In support of the California Well-being Project, the County will utilize technological supports to:

- Establish a Baseline - Baseline data for use in tracking outcome measurements for program effectiveness;
- Mark Progress - Progress of the "Waiver" initiatives through meaningful data reports that measure effectiveness and outcomes;
- Oversee Fiscal Management - Waiver allocation to ensure cost-effective methodologies for programs; and
- Monitor Performance and Service Management - System to track referrals and services provided to families and children to identify qualitative and quantitative benefits as they relate to outcomes.

The Data-driven Decision Making process the DCFS uses allows for the qualitative and quantitative evaluation of practice and program efficacy, in a setting with vested administrators and managers. Probation Child Welfare (PCW) has utilized the practice of sharing quantitative evaluation of progress in the areas of safety, permanency, and well-being with its child welfare managers and supervisors for many years. Over the past year, PCW has joined with the DCFS, taking steps to enhance PCW quality improvement process and to formalize and implement a data driven decision making process across the PCW Placement Services Bureau.

Continuum of Care Reform

In a continued effort to reduce the number of children in out-of-home care placements, California has enacted the Foster Youth: Continuum of Care Reform, or Assembly Bill (AB) 403. Continuum of Care Reform refers to the spectrum of care settings for youth in foster care from the least restrictive and least service-intensive to the most restrictive and most service-intensive. The goal of AB 403 is to reduce youth in congregate care and transition children into home-based family care settings with resource families. Group Homes (GHs) will transform in a new category of congregate care defined as Short-Term Residential Therapeutic Programs (STRTPs), and all home-like settings such as foster families, relatives, and non-related extended family members (NREFMs) will be defined as Resource Families. Resource Families will require the same approval standards, training and adoption home studies, also known as Psycho-Social Assessments, prior to being approved as suitable placements. Additionally, the foster care rate structure will be revised and STRTPs will require accreditation by one of three accreditation organizations, mental health certifications. Resource Families will be approved and monitored by the individual counties.

Under AB 403, the STRTPs will provide short-term, specialized, and intensive treatment and will be used only for children whose needs cannot be safely met initially in a family-like setting. The DCFS and PCW, are working closely with the Los Angeles County Department of Mental Health (DMH) to identify all current residential agencies that have a mental health contract and are accredited or in the accreditation process. Resource Families will undergo the Resource Family Approval (RFA) process, and the DCFS and PCW RFA Teams will conduct the Adoption Home Studies while the Home Environment/Assessment piece will be conducted by contracted Community Based Organizations (CBOs).

The current placement Rate Classification Level (RCL) system will be dissolved at the time of CCR implementation. Under the reform plan, the same rate will be paid to all residential therapeutic homes. In compliance with AB 403, both STRTPs and Resource Families will offer core services to children at a rate that correlates with level and type of services they provide. The DCFS and PCW have received a combined total of approximately \$4.6 million for foster parent retention, recruitment and support, and training.

The initiatives that the DCFS and PCW are engaged in separately are detailed below.

Los Angeles County Department of Children and Family Services

Katie A. Settlement Agreement

The Los Angeles County Department of Children and Family Services (DCFS) and the plaintiffs in the *Katie A., et al. v. Diane Bonta, et al.*, entered into a Settlement Agreement in May 2003. The Agreement was described as a "novel and innovative resolution" of the plaintiff class claims against the County and the Department and was approved by the Court effective July 2003. The agreement imposes responsibility on the DCFS for assuring that children in the child welfare system achieve four objectives:

1. Promptly receive necessary, individual mental health services in their own home, family setting, or the most home-like setting appropriate to their needs;
2. Receive the care and services needed to prevent removal from their families/dependency, or when removal cannot be avoided, to facilitate reunification while meeting their needs for safety, permanency, and stability;
3. Have stability in their placement whenever possible since multiple placements are harmful to children and are disruptive of family contact, mental health treatment, and complicate the provision of other services; and
4. Receive care and services consistent with good child welfare and mental health practices that are also in accordance with Federal and State law.

To achieve these four objectives, the DCFS committed to implement a series of strategies and steps that include:

- The use of Medical Hubs to examine newly detained children for their initial examinations;
- The use of Multidisciplinary Assessment Teams (MATs), with progress tracked through SIP strategies related to Measure C3.3: In Care 3 years or Longer (Emancipated/Age 18)
- The use of Mental Health Screenings, with progress tracked through the SIP strategies related to Measure C3.3: In Care 3 years or Longer (Emancipated/Age 18).
- Improving access to Mental Health Services, particularly for Katie A. subclass members primarily through the expansion of Intensive Care Coordination and Intensive Home-Based Services (IBHS), as mandated by the Katie A. State settlement agreement. These services will also incorporate substance-abuse interventions for those youths with co-occurring disorders. The quality and intensity of these services should be at a level that promotes safety, permanency, and well-being.
- The use of Coaching, as described in the SIP Strategy under Enhanced Organizational Performance.
- Increasing the DCFS Training and Coaching capacity to accelerate CPM implementation for both child welfare workers and mental health service providers.
- Expanding Wraparound Services as described in SIP related to measure C1.4: Re-entry Following Reunification.
- Increasing Placement Resource capacities to support placement stability and permanency in home-like settings within a child's community. Placement resources include the homes of relatives as well as state-licensed foster homes that are trained and supported to meet a placed child's unique needs.
- Reducing the number of Young Children in Group Homes, specifically for children under the age of 13.

- Reducing Child Welfare Caseloads to a level conducive for Children's Services Workers (CSWs) and Supervising Children's Social Workers (SCSWs) to adopt the daily elements of practice change envisioned in the CPM, including child and family engagement; identification of strengths and needs; and meaningful teaming with formal and informal support systems, particularly for participation in Child and Family Teams (CFTs).
- Enhancing the Quality Improvement (QI) Process, focusing on evaluating and advancing practices both in child welfare and mental health, which is consistent with CPM principles. The Quality Services Reviews (QSRs) will continue to serve as the primary vehicle to measure quality improvement and be applied more intensely. The DMH will expand its capacity to conduct program improvement reviews.
- Adding Quality Improvement (QI) Measurements to evaluate trends across time. The measures might include standards related to safety and permanency, numbers of children receiving Intensive Care Coordination (ICC)/IHBS and the more specific impacts of these services on the rates of removing children from their birth homes; placing children with relatives whenever possible or in home-like settings within communities of origin; and reducing the number of replacements for children.

Los Angeles County Probation Department/Probation Child Welfare

Probation Foster Youth with Developmental Disabilities I.T. Settlement

In 2010, the Isaiah Martin Tate (I.T.) vs. the County of Los Angeles lawsuit was filed due to I.T.'s civil rights being violated. I.T. was identified as a Regional Center client and contended that the Probation Department failed to protect him in light of his known developmental disabilities and that he was over detained. The lawsuit was never filed; however, Public Counsel and the Regional Center collaborated with Probation to develop policies and procedures specific to youths with or suspected of having developmental disabilities that ended up serving as the foundation for the Corrective Action Plan (CAP). A settlement agreement was entered into with critical parties' signatures in January 2011, but the CAP requirements began in September 2010. The requirements of the CAP were:

- Develop Juvenile Hall Directive related to youths with Developmental Disabilities, with all staff trained. This was drafted and issued in September 2010.
- Develop Field and Placement Directive related to youths with Developmental Disabilities, with all staff trained. This was drafted and issued in April 2012.
- Develop Annual Training for all residential Group Homes (GH) and Foster Family providers in alignment with the Placement Directive.

Paragraph 73

The Probation Department and PCW are currently working with Dr. Denise Herz at California State University of Los Angeles (CSULA) on an evaluation study related to

youths in the Juvenile Justice System. Paragraph 73 of the research description and protocol is related to youths in camps and suitable placements. A large part of this study requires a review of 120 to 140 randomly selected case files for youths from all camp and suitable placement exits between January and March 2015; interviews with Supervising Deputy Probation Officers (SDPOs) on those cases; and interviews with approximately 40 to 60 youths and their families.

Cross-Agency Collaborations

Over the past five years, PCW has developed several new events under this initiative. The Raising Baby Event developed by PCW's Residential Based Services (RBS) and the Alliance for Children's Rights just conducted their second annual conference geared toward pregnant and parenting teens, including fathers; the program equips participants with information related to all aspects of their baby's and their own overall health and well-being, including medical, therapeutic, educational, and vocational information. Additionally, RBS just conducted the first Life Skills Conference to assist Transition-Age Youth (TAY) gain information, motivation, and resources to transition successfully into adulthood. The Youth Development Services (YDS) just conducted their 3rd Annual College Youth Summit, which focuses on motivating, inspiring, and providing resources to youths to assist them in getting into college. This was the first year that DCFS youths were invited and successfully participated and it was the largest attendance of all three years.

Cross-Agency Training

This initiative was developed as a result of the recent System Improvement Plan (SIP). Due to information obtained from stakeholder feedback, it was clear that the DCFS, PCW, DMH, law enforcement, and Los Angeles County Office of Education (LACOE) agencies needed to join together, train, and collaborate with each other. There have been successful and consistent cross-training efforts and partnerships developed across all the departments that will continue into the next SIP cycle. Examples of cross-training efforts include Probation and PCW's inclusion into multiple trainings at the DCFS University; a DCFS, Probation and PCW Workgroup that is developing a curriculum for cross training; Commercially Sexually Exploited Children (CSEC) training for all agencies that work with youths; and joint Permanency training by State and Federal experts for the DCFS and PCW.

Transgender Needs Workgroup and Countywide Preparation with Consultant K. Cooper

This workgroup developed over the past year due to legislation passed in October 2015 allowing transgender youths to be placed according to their preferred gender. This collaboration includes various DCFS and PCW section representatives, County Counsel, Community Care Licensing (CCL), residential Group Homes, and foster family providers. The product being developed out of this group relate to policies on housing transgender youths and ensuring that all their health and well-being needs are met. Additionally, the Board of Supervisors (BOS) set forth a motion to hire a consultant to work directly with all County agencies to assess and prepare to provide a safe and

comfortable environment for all transgender youths and adults. This work is currently underway and will begin with conducting in-person and online surveys of every operation.

5 – YEAR SIP CHART

Priority Outcome Measure or Systemic Factor:

3-S2 Recurrence of Maltreatment

National Standard: ≤ 9.1% ↓

CSA Baseline Performance: 9.0% (Quarter 2, 2015)

Target Improvement Goal: By January 2020, Los Angeles County's performance related to 3-S2 Recurrence of Maltreatment, will meet or surpass the 9.1% National Standard for four consecutive quarters, for children 0-5 years of age and African American children and youth.

Priority Outcome Measure or Systemic Factor:

3-P1 Permanency in 12 Months for Children Entering Foster Care

National Standard: ≥ 40.5% ↑

CSA Baseline Performance: 36.5% (Quarter 2, 2015)

Target Improvement Goal: By January 2020, Los Angeles County's Permanency in 12 month performance will improve by 10%; a move from 36.5% to 40.1%. Companion indicator, 3-P4 Re-entry to foster care in 12 months, will demonstrate consistent movement towards the 8.3% National Standard.

Priority Outcome Measure or Systemic Factor:

Collaborate with Partners to Meet Assessment, Placement and Treatment Needs of Children in Foster Care

National Standard: N/A

CSA Baseline Performance: To be Established using Q2 2016 percentage once established

Target Improvement Goal: By January 2020, Los Angeles County will demonstrate consistent improvement in percentage of CFSR case reviews, for children in out of home care, receiving a "Strength" rating in Child Well-Being Outcome 1 Item 13: Child and Family Involvement in Case Planning. Case documentation affirms that caregivers are involved in case planning.

Priority Outcome Measure or Systemic Factor:

Enhance County Child Welfare's Continuous Quality Improvement System

National Standard: Not Applicable

CSA Baseline Performance: DCFS and PCW have basic processes in place with on-going enhancement;

Target Improvement Goal: By January 2020, Los Angeles County Child Welfare will have active Data-driven Decision Making processes in place for DCFS, Probation Child Welfare and Contractors.

Strategy 1.1 Enhance and Engage in Performance Based Contracting	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment Measure By January 2020, Los Angeles County's performance related to 3-S2 Recurrence of Maltreatment, will meet or surpass the 9.1% National Standard for four consecutive quarters, for children 0-5 years of age and African American children and youth. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:		Person Responsible:
1.1.A Establish workgroup to review and analyze performance based contracting methods and draft enhanced contract monitoring process	October 2016 - June, 2017	PCW and DCFS Contracts and Administration, Fiscal Operations, Community-Based Support Division
1.1.B Develop standards and measures of performance and draft performance work statements	April 2017 - January 2018	PCW and DCFS Contracts and Administration, Fiscal Operations, Community-Based Support Division
1.1.C Solicit, select and engage contractors in performance based contracting process.	July 2018 – June 2019	PCW and DCFS Contracts and Administration, Fiscal Operations, Community-Based Support Division
1.1.D Monitor contractor performance	July 2019 – on-going	PCW and DCFS Contracts and Administration, Fiscal Operations, Community-Based Support Division

Strategy 1.2 Expand staff, contracted agency, family and caregiver skill and engagement in work with 0-5 population	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment Measure By January 2020, Los Angeles County's performance related to 3-S2 Recurrence of Maltreatment, will meet or surpass the 9.1% National Standard for four consecutive quarters, for children 0-5 years of age and African American children and youth. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:		Person Responsible:
1.2.A Draft curriculum and multiyear calendar for comprehensive training for DCFS/PCW staff and community partners working with the 0-5 population and their caregivers, ensure early childhood education report finding are incorporated.	October 2016 – March 2017	Bureau of Clinical Resources and Services Staff Development
1.2.B Establish baseline performance for Early Childhood education engagement; document findings and improvement action steps in report for distribution	October 2016 – December 2016	Bureau of Clinical Resources and Services - Education
1.2.C Incorporate Early Childhood Education findings and action steps into training curriculum and develop a plan for implementation of action steps; create end of year annual report w/ tracking and adapting analysis.	January 2017 – December 2018	Bureau of Clinical Resources and Services - Education; BOSS Staff development
1.2.D Implement training of DCFS/PCW staff and community partners on Curriculum; document fully implementation plan.	March 2017 - March 2018	Bureau of Clinical Resources and Services Staff Development

1.2.E Develop 0-5 yr. best practice champion groups in all DCFS Regional Offices and SDPOs, to grow learning collaborative	October 2016 - December 2017	Bureau of Clinical Resources and Services Staff Development
1.2.F Establish baseline performance, conduct evaluation and document findings in annual summary report.	January 2018 - January 2020	Bureau of Clinical Resources and Services Staff Development



Strategy 1.3 Enhance ability to identify and provide service linkages to youth at high risk for cross over to juvenile delinquency Court	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-S2 Recurrence of Maltreatment Measure By January 2020, Los Angeles County's performance related to 3-S2 Recurrence of Maltreatment, will meet or surpass the 9.1% National Standard for four consecutive quarters, for children 0-5 years of age and African American children and youth. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
1.3.A Explore/develop an assessment tool to identify youth at high risk for cross over to juvenile delinquency.	September 2016 – June 2017	PCW 241.1 Director Bureau of Juvenile Court and Adoption PCW PPQA, PAS & RBS
1.3.B Develop assessment and linkages strategy and process for analysis.	July 2017 – December 2017	PCW 241.1 Director Bureau of Juvenile Court and Adoption PCW PPQA, PAS & RBS
1.3.C Implement process, track outcome data	January 2018 - December 2018	PCW 241.1 Director Bureau of Juvenile Court and Adoption PCW PPQA, PAS & RBS
1.3.D Complete process analysis, document findings in summary reports	March 2019 - forward	PCW 241.1 Director Bureau of Juvenile Court and Adoption PCW PPQA, PAS & RBS

Strategy 2.1 Utilize child and family team based practices to ensure children spend no more time than needed in out of home care	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): 3-P1 Permanency in 12 Months (entering foster care)/Re-entry to Foster Care Measure: By January 2020, Los Angeles County's Permanency in 12 month performance will improve by 10%; a move from 36.5% to 40.1%. Companion indicator, 3-P4 Re-entry to foster care in 12 months, will demonstrate consistent movement towards the 8.3% National Standard. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
2.1.A Build capacity for support of child and family team through on-going certification of DCFS and PCW staff facilitators, coaches and coach developers	October 2016 – December 2017	Bureau of Operational Support Services – Core Practice Model; PCW
2.1.B Establish curriculum and engage CFT members in formalized supportive training related to team-based practice around developing protective factors and achieving permanency	December 2016 – December 2018	Bureau of Operational Support Services – Staff Development; PCW
2.1.C Develop and implement a plan to ensure and track upfront family finding activities; aggressively implement family finding at removal through the first 6 months in care	October 2016 – December 2018	Services Bureau 1 and Services Bureau 2; PCW; Tiffany Collins
2.1.D Complete quarterly analysis and formal reporting of findings related to C-CFSR Case Reviews – highlighting Case Plan development and quality	October 2016 – January 2020	Bureau of Operational Support Services – Quality Improvement, Outcomes and Analytics; PCW

2.1.E Using the CQI 9-step model, identify specific 3-P1 permanency improvement goals; report quarterly on findings and improvement efforts (DCFS Office, Case Carrying Programs and PCW Offices)	October 2016 – January 2020	All primary case carrying PCW and DCFS Offices and Programs;
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Strategy 3.1 Build Capacity for Appropriate Placements for children	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Collaborate with Partners to Meet Assessment, Placement and Treatment Needs of Children in Foster Care Measure: By January 2020, Los Angeles County will demonstrate consistent improvement in percentage of CFSR case reviews, for children in out of home care, receiving a "Strength" rating in Child Well-Being Outcome 1 Item 13: Child and Family Involvement in Case Planning. Case documentation affirms that caregivers are involved in case planning. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)	
	Action Steps:	Timeframe:	Person Responsible:
	3.1.A Develop RFA Implementation Plan; Implement and monitor county wide	August 2016 - December 2018	RFA Committee and RFA Co-Chairs
	3.1.B Implement RFA Training for partners and staff using the statewide RFA and CCR curricula	October 2016 – December 2017	RFA Co-Chairs
	3.1.C Implement RSS/RHAS Demonstration Project for Community Based Organization Support	November 2016 – November 2017	RFA Co-Chairs
3.1.D Execute Amended Training Contract with CTTF	December 2016 – June 2017	RFA Co-Chairs	
3.1.E Complete a data analysis for recruitment needs for child/youth specific to county needs	August 2016 - October 2016	PCW PPQA, PAS & RBS Adoption and Permanency Resource Division	

3.1.F Collaborate with the community to identify untapped/new resources for resource family recruitment purposes	October 2016 – ongoing	Adoption and Permanency Resource Division; PCW PCTS and PPQA
3.1.G Collaborate with the community to identify untapped/new resources for resource family support and retention purposes.	October 2016 – ongoing	Adoption and Permanency Resource Division
3.1.H Implement and monitor a database that tracks RFA recruitment, approval, and support activities.	Nov 2016 - Dec 2019	BIS, Adoption and Permanency Resource Division; PCW PAS
3.1.I Analyze options available to build new models of the Therapeutic Foster Care Model, based on the state's new directives;	October 2016 – January 2017	Bureau of Clinical Resources and Services; PCW Placement
3.1.J Develop new TFC/TSC program that includes additional support services and training for caregivers	January 2017 - July 2017	Bureau of Clinical Resources and Services; PCW Placement
3.1.K Develop and execute new TFC Contracts;	August 2017 - August, 2018	Bureau of Clinical Resources and Services, Contracts and Administration; PCW Contracts and Placement
3.1.L Implement and sustain new TFC program county wide;	September 2018 – January 2020	Bureau of Clinical Resources and Services; PCW Placement

3.1.M Evaluate effectiveness of new TFC program	September 2019 – September 2020	Bureau of Clinical Resources and Services; PCW Placement
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Strategy 3.2 Enhance support, accountability and oversight of placement resource partners	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Collaborate with Partners to Meet Assessment, Placement and Treatment Needs of Children in Foster Care Measure: By January 2020, Los Angeles County will demonstrate consistent improvement in percentage of CFSR case reviews, for children in out of home care, receiving a "Strength" rating in Child Well-Being Outcome 1 Item 13: Child and Family Involvement in Case Planning. Case documentation affirms that caregivers are involved in case planning. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	Timeframe:	
	Person Responsible:	
	Action Steps:	
	3.2.A Conduct analysis of the capacity of providers to obtain Accreditation and/or mental health contract/certification and complete summary of findings report.	
3.2.B Develop and implement process to track and provide supportive services for placement resource partners	October 2016 – December 2017	Placement Permanency & Quality Assurance Bureau of Contracts and Administration
3.2.C Develop CCR compliant contracts which include expectation of placement providers' quality assurance plans	October 2016 – October 2017	Placement Permanency & Quality Assurance Bureau of Contracts and Administration
3.2.D Develop and implement work plan to transition children from residential program care to a home-based family care setting.	October 2016 – June 2017	Bureau of Contracts and Administration Placement Permanency & Quality Assurance
3.2.E Monitor Provider performance and contract compliance	October 2016 – December 2017	Placement Permanency & Quality Assurance Bureau of Contracts and Administration – Continuum of Care Reform
	July 2017 – June 2020	Bureau of Contracts and Administration; Placement Permanency & Quality Assurance

Strategy 3.3 Enhance and Coordinate Assessment and Treatment Services for Children and Transition Age Youth (TAY) in Care	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Collaborate with Partners to Meet Assessment, Placement and Treatment Needs of Children in Foster Care Measure: By January 2020, Los Angeles County will demonstrate consistent improvement in percentage of CFSR case reviews, for children in out of home care, receiving a "Strength" rating in Child Well-Being Outcome 1 Item 13: Child and Family Involvement in Case Planning. Case documentation affirms that caregivers are involved in case planning. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
Action Steps: 3.3.A Research and analyze child assessment processes and how each informs the case planning process and placement decisions 3.3.B Assess CFT functioning strength (C-FCSR Case Reviews, PCW Compliance Stats, QSR Teamwork score; Assessment and Understanding score); address skill building support for all service areas; complete summary report every 6 months 3.3.C Develop and implement plan that integrates child assessment information in the CFT to inform case planning, court reporting, placement decisions 3.3.D Evaluate CFT process fidelity and its effectiveness in meeting the immediate needs and improving outcomes for children, youth, TAY and families.	Timeframe: October 2016 – March 2017 October 2016 – January 2020 October 2016 – March 2017 December 2016 – January 2020	Person Responsible: Bureau of Clinical Resources and Services PCW Placement Permanency & Quality Assurance, RBS & Child Trafficking Bureau of Operational Support Services – Quality Improvement Section, CPM Services Bureau 1 and Services Bureau 2 Bureau of Operational Support Services - CPM; PCW Bureau of Operational Support Services – CPM, Research; PCW

Strategy 4.1 Los Angeles County Child Welfare Strategic Plans will align with System Improvement Plan Priorities	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Enhance County's Child Welfare Continuous Quality Improvement System. Measure: By January 2020, Los Angeles County Child Welfare will have active Data-driven Decision Making processes in place for DCFS, Probation Child Welfare and Contractors. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)	Person Responsible:
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
Action Steps:	Timeframe:		
4.1.A Integrate System Improvement Plan (SIP) target goals into active strategic plans throughout Strategic Plan timeline	January 2017 – January 2020		Bureau of Operational Support Services – Strategic Management; PCW
4.1.B Engage and complete Strategic Plan action step metrics development to support successful accomplishment of SIP target goals	September 2016 – January 2017		Bureau of Operational Support Services – Strategic Management; PCW
4.1.C Coordinate strategic plan lead assignments to match SIP lead role when efforts are shared	January 2017 – January 2020		Bureau of Operational Support Services – Strategic Management; PCW
4.1.D Develop a plan to fine tune alignment of fiscal expenditures and enhanced outcomes for youth, families and resource families.	October 2016 – July 2017		DCFS and PCW Fiscal Operation; Title IV-E Waiver
4.1.E Implement fiscal alignment plan; track effectiveness and report annually	July 2017 – August 2019		DCFS and PCW Fiscal Operation; Title IV-E Waiver

Strategy 4.2 Expand Data-driven Decision Making (DDDM) process to Probation Child Welfare	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Enhance County's Child Welfare Continuous Quality Improvement System. Measure: By January 2020, Los Angeles County Child Welfare will have active Data-driven Decision Making processes in place for DCFS, Probation Child Welfare and Contractors. <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
4.2.A Develop Probation Child Welfare DDDM plan and create a formal document guide to the process	October 2016 – December 2017	PCW
4.2.B Implement DDDM process; adjust and adapt as applicable	January 2018 – January 2020	PCW
4.2.C Integrate qualitative case review into the DDDM process	January 2019 – January 2020	PCW
4.2.D Complete annual analysis of effectiveness of DDDM	December 2018 – December 2020	PCW

Strategy 4.3 Expand DDDM process to Contractors	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Enhance County's Child Welfare Continuous Quality Improvement System. Measure: By January 2020, Los Angeles County Child Welfare will have active Data-driven Decision Making processes in place for DCFS, Probation Child Welfare and Contractors <input type="checkbox"/> California Child Well-being Project (Title IV-E Waiver)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
4.3.A Integrate quality assurance plans into contracts	July 2016 – January 2020	Bureau of Contract Services and Administrative Services; PCW
4.3.B Develop contractor DDDM plan and create a formal document guide to the process	October 2016 – December 2017	Bureau of Contract Services and Administrative Services Bureau of Operational Support Services – Outcomes and Analytics; PCW
4.3.C Implement contractor DDDM process; adjust and adapt as applicable	January 2018 – January 2020	Bureau of Contract Services and Administrative Services Bureau of Operational Support Services – Outcomes and Analytics; PCW
4.3.D Complete annual analysis of effectiveness of contractor DDDM	December 2018 – December 2020	Bureau of Contract Services and Administrative Services Bureau of Operational Support Services – Outcomes and Analytics; PCW

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

The Family Preservation Program.

SERVICE PROVIDER

DCFS has 65 contracts with thirty-five agencies to provide FP services to Department of Children and Family Services (DCFS) and Probation Child Welfare (PCW) children and their families throughout Los Angeles County.

The 35 agencies and their service area are outlined in the list below:

Number	Agency Name	DCFS Office
1	BHS/National Council	Torrance
2	Bienvenidos Children's Center	Belvedere/ Glendora/ El Monte
3	Boys and Girls Club of San Fernando Valley	Van Nuys
4	Cambodian Association of America	South County
5	Child and Family Center	W. San Fernando Valley/Santa Clarita
6	Children's Center of Antelope Valley	Lancaster/Palmdale
7	Children's Institute, Inc.	South County/Torrance
8	Chinatown Service Center	Countywide
9	City of Long Beach	South County
10	California Hospital Medical Center/Pico Union	Metro North
11	Drew Child Development Corporation	Wateridge
12	East Valley Boys and Girls Club	Glendora/El Monte
13	El Centro Del Pueblo	Compton West/ Metro North/Wateridge
14	Five Acres Boys and Girls	Glendora/El Monte/ Pasadena
15	Florence Crittenden	South County
16	Guidance Community Development	Compton West
17	Helpline Youth Counseling, Inc.	Santa Fe Springs
18	Human Services Association	Belvedere/ Santa Fe Springs
19	IMCES	Metro North/Van Nuys
20	Institute for maximum Human Potential (IMHP)	Compton/Wateridge
21	Pacific Clinics	Glendora/El Monte
22	Para Los Niños	Metro North/Wateridge
23	Penny Lane	Belvedere/Lancaster/ Palmdale/ Santa Fe Springs
24	Personal Involvement Center	Compton West/ Torrance/ Wateridge
25	Plaza Community Center	Belvedere
26	Pomona Valley Youth Employment	Pomona
27	Project Impact	Compton/Wateridge
28	Santa Anita Family Services	Pomona
29	San Fernando Valley Community Mental Health Center	Van Nuys
30	Shields for Families	Compton
31	SPIRITT Family Services	Glendora/El Monte/ Santa Fe Springs
32	Strength United (Formerly Valley Trauma)	Van Nuys/ W. San Fernando Valley /Santa Clarita
33	Triangle Christian Services, Inc.	Wateridge
34	United American Indian	Countywide
35	Westside Children's Center	West Los Angeles

PROGRAM DESCRIPTION

The Family Preservation Program [FPP] is a strength-based, collaborative program aimed at helping families to identify and build upon existing strengths, resolve problems causing child safety concerns, advocate for their children at school and in other public settings and expand, or establish for the first time, the family's connection to resources and supports in the local community.

The Family Preservation Programs offers various Family Preservation (FP) Services consistent with Los Angeles County Core Practice Model, including the implementation of Child and Family Team (CFT) building and CFT meetings and/or other collaborative meeting processes. FP provides services, resources and supports to DCFS and PCW families experiencing family functioning challenges which may contribute to child abuse, neglect, and/or exploitation.

FP is divided into two program categories: 1) Family Preservation (FP) Assessment Services, and 2) Family Preservation (FP) Intervention Services. FP services and supports are provided in order to prevent: (a) subsequent referrals generated by the Child Abuse Hotline; (b) substantiated allegations of child abuse and/or neglect; (c) newly opened child welfare cases; and (d) child removals and placement in out-of-home care among DCFS referred Family Preservation Services clients. In this effort, FP agencies coordinate and collaborate with other SCSF agencies to facilitate successful client navigation across the service delivery continuum.

FP Assessment Services are those services provided to families who come to the attention of DCFS where there is risk due to identified issues related to mental health, substance abuse and/or domestic violence. Licensed clinicians or registered interns screen adult family members using a DCFS approved screening instrument to assess parental strengths and challenges.

Family Assessment Services are offered to families to help identify and address problems before further child protective services intervention is required.

The services provided to Emergency Response Command Post (ERCP) also include Assessment Services, Linkage services, In-Home Outreach Counseling (IHOC), Teaching & Demonstrating (T&D) Homemaking services, Team Decision Making/Child and Family Team (TDM/CFT) meetings, and Emergency Funds. The services provided to the regional offices include Assessment services, Linkage services, and Team Decision Making/Child and Family Team meetings.

Family Preservation Intervention Services has two components: Open DCFS/PCW cases, and Alternative Response Services (ARS).

1. DCFS/Probation FP services will be provided for families when they are referred and when any of the following conditions apply to families with substantiated referrals; families receiving family reunification services and are expected to return home within 90 days; families receiving family maintenance services; or families with

juvenile probation involvement. The length of the services will be a maximum of six months. There may be additional two 3-month extensions.

2. ARS is for families that have an inconclusive or substantiated disposition with low-to-moderate SDM risk of child abuse or neglect allegation who are in need of support services. ARS are short-term (maximum of 90 days), family centered services or resources that assist families by strengthening the family functioning while keeping children safe. In addition, they are designed in the effort to prevent future removal of the child (ren) from the home. Services are comprehensive and family-focused to fit the individual needs of each family.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Alternative Response Services
PSSF Family Preservation	Family Preservation Assessment and Intervention Services.
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): Net County Costs (NCC)	NCC covers funding for all FP assessment and intervention services not covered by other funding sources.

IDENTIFY PRIORITY NEED OUTLINED IN CSA

3-S2: Recurrence of Maltreatment

TARGET POPULATION

In general, the target population for FP Services is the children and families who are in need of services to prevent future child maltreatment and/or DCFS/Probation involvement. The target population is divided among the following types of FP services:

FP Assessment Services target parent(s)/caregiver(s) with open DCFS referrals alleged to have domestic violence, mental health and/or substance abuse issues. FP Assessment Services are also available for minor parents.

FP Intervention Services target low to very high-risk families, as determined by the Structured Decision Making (SDM) tool, with inconclusive or substantiated Emergency Response/Emergency Response Command Post (ER/ERCP) referrals. These families may be receiving Family Maintenance Services (voluntary or court ordered) from DCFS/Probation or Family Reunification Services if a family's children will be reunifying within three months.

COUNTY: LOS ANGELES COUNTY – ATTACHMENT III

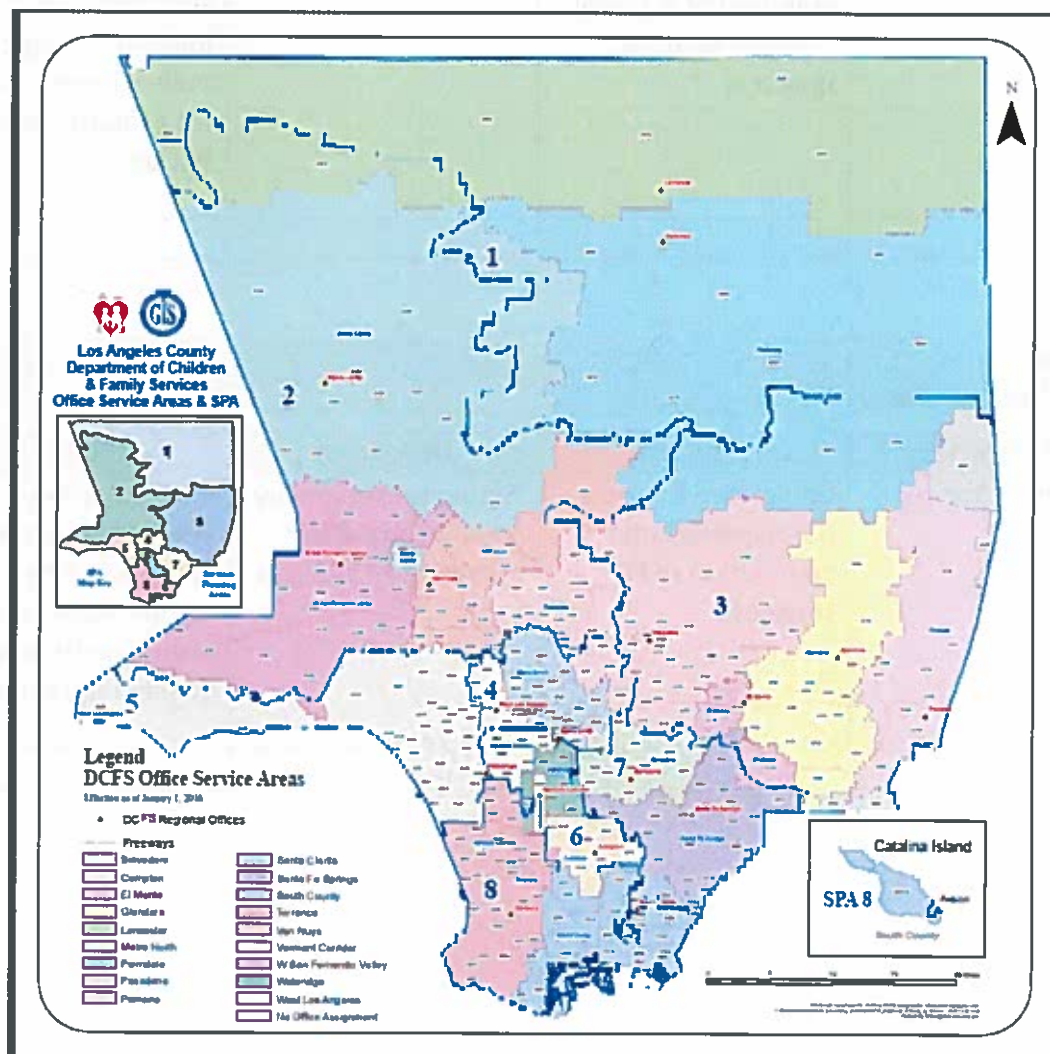
DATE APPROVED BY OCAP:

Eligible families include, but are not limited to:

- Children who have been victims of sexual abuse when the perpetrator no longer has access to the child(ren);
- Families with crises that threaten the break-up of the family unit;
- Families with domestic violence and/or substance abuse issues;
- Families with mental health and/or developmental disability issues;
- Families with children who have behavioral problems and/or are truant from school; and
- Families with Probation delinquent children who are at risk of out-of-home placement.

TARGET GEOGRAPHIC AREA

DCFS contracts with thirty-six agencies aligned with Department Regional Offices throughout Los Angeles County to provide FP services. Below is a map of Los Angeles County's nine Service Planning Areas (SPAs) where FP services are provided.



TIMELINE

Current SIP Cycle: 10/15/2016 — 10/14/2020

EVALUATION**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING
(EXAMPLE* PROVIDED BELOW)**

Desired Outcome	Indicator	Source of Measure	Frequency
Reduce the Recurrence of Maltreatment for families participating in Family Preservation Services.	Los Angeles County's Family Preservation Program will meet or surpass the national Recurrence of Maltreatment standard of 9.1% for four consecutive quarters.	Administrative Data provided by Business Information System Division (BIS).	Quarterly reports will be run to capture the recurrence of maltreatment among children who were victims of a substantiated or indicated report of maltreatment during a 12-month reporting period.

CLIENT SATISFACTION**(EXAMPLE* PROVIDED BELOW)**

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by some participants upon completion of FP services.	Surveys reviewed by county contractors providing FP services.	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Prevention and Aftercare Services

SERVICE PROVIDER

There are ten agencies contracted to provide Prevention and Aftercare Services (PnA). Eight agencies deliver services within their Service Planning Area (SPA) and two agencies provide countywide culturally informed services. The agencies are as follows:

SPA 1 – Children’s Bureau	SPA 2 – Friends of the Family
SPA 3 – HealthRight 360	SPA 4 - Children’s Institute Inc
SPA 5 – Westside Children’s Center	SPA 6 – Shields for Families
SPA 7 – SPIRITT Family Services	SPA 8 – South Bay Center for Counseling
Countywide (Asian Pacific Islander) – Special Services for Groups	
Countywide (American Indian/Alaskan Native) – United American Indian Involvement	

PROGRAM DESCRIPTION

The Prevention and Aftercare Services program incorporates the successes and “lessons learned” from the Prevention Intervention Demonstration Project (PIDP) and the Family Support Program, both of which ended in December 2014. The PnA Program was created to address some of the underlying factors related to the incidence of child abuse and neglect, such as poverty, social isolation and lack of access to community resources. PnA services were designed to prevent child abuse and neglect before it occurs; to build families’ parental capacities thereby reducing the likelihood of future DCFS intervention; and, to prevent the recurrence of child maltreatment and families’ re-entry into the public child welfare system. The program spans the spectrum of families from those with an active child welfare case to those who are self-referred or referred by a school or other community members for supportive services.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	case navigation, emergency basic support services, visitation center support, linkage services and a varying array of services, activities and supports aimed at increasing a families protective factors

CBCAP	
PSSF Family Preservation	
PSSF Family Support	case navigation, emergency basic support services, visitation center support, linkage services and a varying array of services, activities and supports aimed at increasing a families protective factors
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB 2994	case navigation, emergency basic support services, visitation center support, linkage services and a varying array of services, activities and supports aimed at increasing a families protective factors

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Reduce Recurrence of Maltreatment

TARGET POPULATION

- Families within the general population to prevent child maltreatment before it occurs.
- At-risk families known to the public child welfare system to prevent child maltreatment.
- Families in which child maltreatment has already occurred to treat its negative impact and prevent further abuse or neglect.
- Families with a closed child welfare case or a child welfare case approaching case closure (Aftercare Services).

TARGET GEOGRAPHIC AREA

Los Angeles County

TIMELINE

The timeline is the SIP cycle 10/15/2016 — 10/14/2020. As a note, the current contract went into effect on January 1, 2015. The contract is on a three-year cycle with possible two one-year extensions for a total of five years. The RFP process is slated to begin again in 2018 in order to enter into a new contract cycle in 2020. Therefore, this contract with its current providers will be in effect for the vast majority of this SIP cycle. There may be some implementation issues near the end of the SIP cycle if contractors shift in the next round of the contract.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
For all DCFS identified and referred clients who have accepted PnA services			
Reduce the recurrence of maltreatment	Percentage of contractor specific families included as the subject of subsequent child abuse and/or neglect referrals shall not exceed 20%	Bureau of Information System (BIS) data utilizing Family Centered Services and CWS/CMS sources	1 per contract year
Quality Assurance (QA) Monitoring			
Services, activities and supports are delivered as contractually required	All agencies will be subject to a thorough review of adherence to contractual requirements. Any findings will be addressed via a Corrective Action Plan.	On-site Technical Reviews	Minimally once per year

CLIENT SATISFACTION

(EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Agency Survey	Completed by participants at the end of service	Surveys reviewed minimally once per year	Problem areas addressed by staff, as appropriate and shall be included in the agency's annual quality assurance plan

(1) DATE SUBMITTED: _____ (2) DATES FOR THIS WORKBOOK: 7/1/15 thru 6/30/16
(4) COUNTY: Los Angeles (5) PERIOD OF SIP: 10/15/16 thru 10/14/20 (6) YEARS: 4

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation)

CAPIT: 5 3,373,249 CBICAP: \$290,366 PSSF: \$7,716,587

(3) DATE APPROVED BY OCAP
Internal Use Only

No	Program Name	Applies to CBICAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised to be Submitted to OCAP	CAPIT		CBICAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBICAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration			
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	Prevention and Aftercare Services		multiple agencies (10)		\$250,000		\$0		\$0	\$3,301,056	\$0	\$0	\$3,301,056		\$3,062,000	Alt 2994	\$6,613,056
2	Family Preservation - FP		multiple agencies (35)		\$0		\$0		\$1,637,487	\$0	\$0	\$0	\$1,637,487		\$0		\$1,637,487
3	Family Preservation - ARS	Direct Service	multiple agencies (35)		\$0		\$290,336		\$0	\$0	\$0	\$0	\$0		\$0		\$290,336
4	Family Preservation - FP & ARS		multiple agencies (35)		\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0	Net County Cost (NCC)	\$30,749,568
5					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
6					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
7					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
Totals					\$250,000		\$290,336		\$1,637,487	\$3,301,056	\$0	\$0	\$4,938,543		\$33,811,568		\$39,290,447
									33%	67%	0%	0%	100%				

(2) YEARS: 1-5

[illegible]